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Government
Publications

MEETING OF THE INTERPROVINCIAL SPORT
AND RECREATION COUNCIL



Sub-Committee Report

"National Coaching Certification Program"

Alberta

Calgary, Alberta
September 12, 1985

INTER-PROVINCIAL SPORT & RECREATION COUNCIL

SUB-COMMITTEE REPORT

by
Stan C. Fisher

"NATIONAL COACHING CERTIFICATION PROGRAM"

Calgary, Alberta
September 12, 1985



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Proposed Terms of Reference:

1. To act as a special sub-committee of the ISRC addressing all matters of the N.C.C.P. in general, and including the following operation matters: implementation; evaluation, cost/policy/national/regional/provincial impacts; and planning/administration specifics.
2. To represent defined geographical areas on the National Coaching Certification Council. These presently being:
 1. B.C./N.W.T./Yukon
 2. Alta./Sask./Manitoba
 3. Ontario
 4. Atlantic Provinces
 5. Chairman of Sub-committee - Appointed by ISRC
(Note: Quebec is currently negotiating with the C.A.C. for inclusion on the N.C.C.C., and a decision is forthcoming in October. Thus, it would mean a sixth member to the sub-committee).
3. To make recommendations of National significance to the I.S.R.C. for resultant actions and/or policy implementation.
4. To provide guidance to N.C.C.P. provincial coordinators as may be required or upon request.
5. To make recommendations to the ISRC on matters of committee representation and tenure.

Current Membership Representatives:

- o Chairman - Stan C. Fisher
Director, Prov. Rec. & Sport Services Br.
Rec. Dev. Division
Alta. Recreation & Parks
9th Flr., 10405 Jasper Ave.
Edmonton, Alberta T5J 3N4
(403) 427-6549
- o B.C./N.W.T./Yukon Representative - c/o John Stothart
Rec. & Fitness Br.
Ministry of Prov. Secretary &
Government Services,
546 Yates St.
Victoria, B.C. V8W 1K8
(604) 387-1011

- o Alta./Sask./Man. Representative - To be determined at the Sept. 12/85 ISRC meeting. (Possibly Saskatchewan)
- o Ontario Representative - Cathie Miller,
Coaching Coordinator
Sports & Fitness Branch
Ministry of Tourism & Recreation
8th Flr., 77 Bloor St. W.
Toronto, Ontario M7A 2R9
(416) 965-6311
- o Atlantic Provinces Representative - Don LeClair
Amateur Sport Consultant
Dept. of Community Affairs
3rd Flr., 11 Kent St.
Charlottetown, P.E.I. C1A 7N8
(902) 892-3561

Length of Tenure:

There does not appear to be any established timelines for representation to the committee. Rather, it appears that "agreements" to operate or represent a geographical area are made amongst the partners of the geographic region.

It would be the recommendation of the committee chairman that this matter be resolved at the Sept. 12/85 ISRC meeting - and that (1) some type of specified rotational representation be documented in those provinces affected, inclusive of tenure parameters, or, that (2) upon notice of the Quebec situation, and declaration of the Sask. representative for the N.C.C.C. October/85 meeting - that a representation timeline/schedule be developed by the sub-committee members for ratification by the ISRC at the Spring meeting.

Meeting Schedule of the Sub-committee:

1. It is recommended that the sub-committee formally meet prior to the annual N.C.C.C. meeting in the city of that N.C.C.C. annual meeting. At this meeting, regional positions, concerns and recommendations to be taken to the N.C.C.C. will be reviewed/discussed. As well, specific positions of the ISRC will be reviewed for tabling at the N.C.C.C.
2. It is also proposed that the sub-committee be authorized to meet semi-annually if the need arises, in a locale most economically feasible to all members.

Recommendations:

1. The proposed terms of reference be accepted as presented.
2. That the ISRC support Quebec's request to join the N.C.C.C.
Also, it is the committee's recommendation that this membership be inclusive of all the rights, privileges and cost implications.
3. That the issue of tenure and representation to the sub-committee be reviewed and resolved at this meeting as outlined in this report.
4. That the name of the committee be changed to **ISRC Coaching Sub-committee**, to reflect a broader mandate which will encompass all Coaching issues, including NCCP, but not exclusive of other coaching matters brought to the ISRC.

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REUNION DU CONSEIL INTERPROVINCIAL
DU SPORT ET DES LOISIRS

Rapport du sous-comité -
Programme National de Certification
des entraîneurs

Alberta

Calgary (Alberta)
Le 12 septembre 1985

CONSEIL INTERPROVINCIAL DU SPORT ET DES LOISIRS

RAPPORT DU SOUS-COMITÉ
rédigé par
Stan C. Fisher

«PROGRAMME NATIONAL DE CERTIFICATION DES ENTRAÎNEURS»

Calgary (Alberta)
Le 12 septembre 1985

- SOUS-COMITÉ DU CISL SUR LE PNCE -

Mandat proposé:

1. Agir à titre de sous-comité spécial du CISL chargé de toutes les questions se rapportant au PNCE en général, notamment les questions de fonctionnement suivantes: mise en oeuvre; évaluation; répercussions sur le plan du coût, de la politique ainsi qu'à l'échelle nationale, provinciale et régionale; et détails relatifs à la planification et à l'administration.
2. Représenter des régions définies au sein du Conseil national de certification des entraîneurs. Ces régions sont les suivantes:
 1. C.-B./T.N.-O./Yukon
 2. Alb./Sask./Manitoba
 3. Ontario
 4. Maritimes
 5. Président du sous-comité - nommé par le CISL
(Note: Le Québec négocie actuellement avec l'Association canadienne des entraîneurs pour devenir membre du CNCE la décision sera rendue en octobre. Cela porterait à six le nombre des membres du sous-comité).
3. Faire des recommandations d'importance nationale au CISL en ce qui concerne les mesures à prendre ou la mise en oeuvre d'une politique, ou les deux.
4. Guider les coordonnateurs provinciaux du CNCE au besoin ou sur demande.
5. Faire des recommandations au CISL portant sur les questions relatives à la représentation au sein du comité et à la durée de son mandat.

Représentants des membres actuels:

- ° Président - M. Stan C. Fisher
Directeur des services provinciaux de loisirs et du sport
Division du développement des loisirs
Loisirs et Parcs Alberta
9^e étage, 10405, av. Jasper
Edmonton (Alberta)
T5J 3N4
(403) 427-6549
- ° Représentant de la C.-B., des T.N.-O. et du Yukon -
a/s M. John Stothart
Rec. & Fitness Br.
Ministry of Prov. Secretary &
Government Services,
546, rue Yates
Victoria (C.-B.)
V8W 1K8
(604) 387-1011

- ° Représentant de l'Alberta, de la Saskatchewan et du Manitoba -
Sera annoncé à la réunion du CISL le
12 septembre 1985 (probablement Saskatchewan)
- ° Représentant de l'Ontario - M^{me} Cathie Miller
Coordonnatrice des entraîneurs
Direction des sports et de la condition physique
Ministère du Tourisme et des Loisirs
8^e étage, 77, rue Bloor ouest
Toronto (Ontario)
M7A 2R9
(416) 965-6311
- ° Représentant des Maritimes - M. Don Sinclair
Consultant en sport amateur
Dept. of Community Affairs
3^e étage, 11, rue Kent
Charlottetown (Î.-P.-É.)
C1A 7N8
(902) 892-3561

Durée du mandat:

Il ne semble pas y avoir de durée définie en ce qui a trait à la représentation au sein du comité. Les partenaires d'une région semblent plutôt «s'entendre» entre eux pour représenter une région.

Le président du Comité recommande que cette question soit résolue à la réunion du CISL du 12 septembre 1985 - et que 1) un type de représentation rotative précise soit documenté dans les provinces touchées, en tenant compte des paramètres relatifs à la durée du mandat, ou que 2) avis public de la situation du Québec et déclaration du représentant de la Saskatchewan à la réunion du CNCE d'octobre 1985 - que les membres du sous-comité établissent un calendrier ou durée de représentation qui sera ratifié par le CISL à la réunion prévue pour le printemps prochain.

Calendrier des réunions du sous-comité:

1. On recommande que le sous-comité se réunisse officiellement avant la conférence annuelle du CNCE dans la ville où cette dernière doit avoir lieu. À cette réunion, les positions, les préoccupations et les recommandations régionales à présenter au CNCE feront l'objet d'études et de discussions. En outre, les positions précises du CISL seront examinées avant d'être déposées devant le CNCE.
2. On propose également d'autoriser le sous-comité à se réunir tous les six mois si c'est nécessaire dans un endroit où tous les membres pourront se rendre de la façon la plus économique possible.

Recommandations:

1. Qu'on accepte le mandat proposé tel qu'il est présenté.
2. Que le CISL appuie la demande du Québec de devenir membre du CNCE. Le comité recommande également que cette adhésion comporte tous les droits, privilèges et frais y afférents..
3. Que la question de la durée du mandat et de la représentation au sein du sous-comité soit étudiée et résolue à cette réunion, comme l'indique le présent rapport.
4. Que le nom du comité soit remplacé par sous-comité des entraîneurs du CISL pour refléter un mandat plus étendu qui englobera toutes les questions se rapportant aux entraîneurs, notamment le PNCE, mais sans exclure d'autres questions qui les concernent et qui seront soumises au CISL.

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DOCUMENT: 870-135/006

MEETING OF THE INTERPROVINCIAL SPORT
AND RECREATION COUNCIL

Procedural Guidelines 1986

Alberta

Calgary, Alberta
September 12, 1985

CONFERENCE OF MINISTERS
RESPONSIBLE FOR
SPORT AND RECREATION

PROCEDURAL GUIDELINES 1986

Alberta Recreation and Parks
September 9, 1985

INTRODUCTION

Following the 1982 Conference of Ministers Responsible for Sport and Recreation, a procedural document has been utilized to assist in planning subsequent conferences. Based on the success achieved by using this approach, the information presented below represents a suggested plan for the 1986 Ministers' Conference to be held in Prince Edward Island.

It has been assumed, for the purpose of this document, that there will be one Ministers' Conference held in 1986 which will include a Federal Provincial session. The Federal Ministers' Fitness Summit and Ministers' meeting has not been incorporated into this procedural document.

SEQUENCING OF ACTIVITIES

The following "sequencing" attempts to identify critical activities associated with staging a successful Ministers' Conference. The proposed timelines have been developed to assist in the smooth integration of the various activities which must be completed.

NOVEMBER, 1985:

- 4 Terms of Reference for potential papers to be submitted.
- 14 ISRC Executive Meeting:
 1. Assess the progress achieved on items requiring follow-up from the Ministers' Conference, the Deputy Ministers' Committee Meeting and the Interprovincial Sport and Recreation Council (ISRC) Meeting.
 2. Review the progress on the "theme for the 1986 Ministers' Conference."
 3. Discuss potential agenda items for the Ministers' Conference.
 4. Discuss potential agenda items for the May meeting of ISRC and establish a tentative agenda for the meeting.

DECEMBER, 1985:

- 3 Deputy Ministers' Conference Call
 1. Approve and discuss items 1, 2 and 3 from the meeting of November 14, 1985.

FEBRUARY, 1986:

- 21 Completed papers submitted to the ISRC in draft form to be forwarded to the Deputy Ministers.

MARCH, 1986:

- 3 Papers forwarded to the Deputy Ministers for review.

APRIL, 1986:

3 Deputy Ministers' Committee Meeting

1. Review papers submitted by ISRC.
2. Discuss agenda for the Ministers' Conference in light of:
 - the theme chosen for the Ministers' Conference;
 - ISRC recommendations and suggestions;
 - past agenda items requiring follow-up;
 - recommendations from Fitness and Amateur Sport.
3. Establish tentative agenda for Interprovincial Ministers' Conference.
4. Establish tentative agenda for Federal-Provincial Ministers' Conference in conjunction with Fitness and Amateur Sport.

4 ISRC Executive Conference Call

1. Finalize the agenda for ISRC Spring meeting.
2. Finalize information package to be circulated to ISRC members.
3. Review further work on papers.

APRIL 29 - MAY 1, 1986:

ISRC Spring Meeting

1. Assess the status of items assigned by the Deputy Ministers' Committee from their April 3rd meeting.
2. Discuss potential agenda items for the 1986 Ministers' Conference.
3. Establish co-operative strategies for the development of a status report for presentation to the Deputy Ministers' Conference.
4. Discuss appropriate items with representatives from Fitness and Amateur Sport.
5. Conduct the regular business of ISRC.
6. Finalize papers.

JUNE, 1986:

11 Deputy Ministers Conference Call

1. Finalize agenda for the Interprovincial Ministers' Conference and Federal-Provincial Ministers' Conference.
2. Finalize papers and background information needed for the Ministers' Conference.

JULY, 1986:

- 4 Complete audio visuals and last minute preparations for the papers.

17-18 ISRC Executive Meeting (optional pending completion of all materials).

1. Complete all papers and necessary resolutions for forwarding to the Canadian Intergovernmental Conference Secretariat.
2. Prepare agenda for the Fall ISRC meeting.

- 22 Final agenda and background information, in prescribed format, forwarded to Canadian Intergovernmental Conference Secretariat.

AUGUST, 1986:

- 20 Final agenda and background information circulated to Provinces/Territories by Canadian Intergovernmental Conference Secretariat.

- 29 Confirmation of attendance from Ministers to be received by Minister in Prince Edward Island.

SEPTEMBER, 1986:

- 28 Evening: - Ministers Briefing Meeting:

Review agenda and other arrangements.

- Deputy Ministers' Committee Meeting:

Review final details for Interprovincial and Federal-Provincial sessions.

29-30 Interprovincial Ministers' Conference

OCTOBER, 1986:

- 1 Federal-Provincial Ministers' Conference
- 2 Interprovincial Sport and Recreation Council Meeting.

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DOCUMENT : 870-135/006

Traduction du Secrétariat

RÉUNION DU CONSEIL INTERPROVINCIAL DU SPORT
ET DES LOISIRS

Grandes lignes de la démarche en 1986

Alberta

Calgary (Alberta)
Le 12 septembre 1985

INTRODUCTION

À la suite de la Conférence des ministres responsables du sport et des loisirs en 1982, on s'est servi d'un document exposant les grandes lignes de la démarche pour faciliter la planification des conférences ultérieures. En raison du succès qu'à connu cette méthode, les renseignements qui sont fournis dans le présent document constituent le plan proposé pour la Conférence des ministres qui aura lieu à l'Île-du-Prince-Édouard, en 1986.

Aux fins du présent document, on a présumé qu'il y aura une conférence des ministres en 1986 et qu'elle comportera une séance fédérale-provinciale. Par contre, ni le Sommet fédéral des ministres sur la condition physique, ni la Réunion ministérielle n'ont été inclus dans ce document.

LA LISTE D'ACTIVITÉS

On a cherché avec la liste d'activités suivante à énumérer les étapes capitales à l'organisation d'une conférence des ministres réussie. Les délais proposés ont été fixés pour favoriser l'intégration en douceur des diverses activités à compléter.

NOVEMBRE 1985 :

- 4 Délimitaiton du sujet des documents qui pourront être déposés.
- 14 Réunion de la direction du CISL :
 1. Évaluer les progrès accomplis sur chaque point auquel un suivi sera apporté par les participants à la conférence des ministres, à la réunion du comité des sous-ministres et à la réunion du Conseil interprovincial du sport et des loisirs (CISL).
 2. Examiner les progrès concernant le "thème de la conférence des ministres en 1986".
 3. Discuter des articles qui pourraient être inscrits à l'ordre du jour de la conférence des ministres.
 4. Discuter des articles qui pourraient être inscrits à l'ordre du jour de la réunion du CISL en mai et établir un ordre du jour provisoire pour la réunion.

DÉCEMBRE 1985 :

- 3 Conférence téléphonique des sous-ministres
 1. Approuver les articles 1, 2 et 3 de l'ordre du jour de la réunion du 14 novembre 1985 et en discuter.

FÉVRIER 1986 :

- 21 Les documents mis au point sont soumis au CISL sous forme de projets qui seront envoyés aux sous-ministres.

MARS 1986 :

- 3 Les documents sont transmis aux sous-ministres pour étude.

AVRIL 1986 :

- 3 Réunion du comité des sous-ministres

1. Étude des documents déposés par le CISL
2. Étude de l'ordre du jour de la conférence des ministres en fonction des éléments suivants :

- le thème choisi pour la conférence des ministres;
- les recommandations et les suggestions du CISL;
- les articles d'ordres du jour de réunions antérieures qui exigent un suivi;
- les recommandations de Condition physique et Sport amateur

3. Établissement d'un ordre du jour provisoire pour la Conférence interprovinciale des ministres

4. Établissement d'un ordre du jour provisoire pour la Conférence fédérale-provinciale des ministres en collaboration avec Condition physique et Sport amateur

- 4 Conférence téléphonique des membres de la direction du CISL

1. Mise au point de l'ordre du jour définitif pour la réunion du CISL au printemps
2. Mise au point de la trousse d'information qui sera distribuée aux membres du CISL
3. Analyse de l'évolution des travaux sur les documents

DU 29 AVRIL AU 1^{er} MAI 1986 :

- Réunion du CISL au printemps

1. Évaluation de l'état des articles imposés par le comité des sous-ministres lors de leur réunion du 3 avril.
2. Discussion sur les articles qui pourraient être inscrits à l'ordre du jour de la conférence des ministres en 1986.

- 3 Élaboration de stratégies de collaboration visant la rédaction d'un rapport d'étape à soumettre au comité des sous-ministres
4. Étude de points pertinents avec des représentants de Condition physique et Sport amateur
5. Les affaires courantes du CISL
6. Mise au point finale des documents

JUIN 1986 :

11 Conférence téléphonique des sous-ministres

1. Mise au point de l'ordre du jour définitif pour la Conférence interprovinciale des ministres et la Conférence fédérale-provinciale des ministres
2. Mise au point finale des documents et de la documentation de fond requise pour la conférence des ministres

JUILLET 1986 :

- 4 Veiller à ce que le matériel audio-visuel soit complet et effectuer les préparatifs de dernière minute pour les documents.

17-18 Réunion de la direction du CISL

1. Compléter la rédaction de tous les documents et des résolutions nécessaires afin de les transmettre au Secrétariat des conférences intergouvernementales canadiennes.
 2. Préparer l'ordre du jour de la réunion du CISL à l'automne.
- 22 L'ordre du jour définitif et la documentation de fond sont transmis au Secrétariat des conférences intergouvernementales canadiennes sous forme prescrite.

AOÛT 1986 :

- 20 Le Secrétariat des conférences intergouvernementales canadiennes distribue l'ordre du jour définitif et la documentation de fond aux provinces et aux territoires.
- 29 Le ministre de l'Île-du-Prince-Édouard doit avoir reçu la confirmation de la présence des autres ministres.

SEPTEMBRE 1986 :

28 Soirée : - Séance d'information des ministres :

Examen de l'ordre du jour et des dispositions

- Réunion du comité des sous-ministres

Examen des dispositions finales des séances
interprovinciale et fédérale-provinciale

29-30 Conférence interprovinciale des ministres

OCTOBRE 1986 :

1 Conférence fédérale-provinciale des ministres

2 Réunion du Conseil interprovincial du Sport et des Loisirs

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PROVINCIAL-TERRITORIAL MEETING OF DEPUTY MINISTERS
RESPONSIBLE FOR SPORT AND RECREATION



Recreation Strategies for the
Promotion of Health

Alberta

Calgary, Alberta
September 10, 1986

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**RECREATION STRATEGIES FOR THE
PROMOTION OF HEALTH**

-Minister's Briefing-

A Paper Presented at the 1986
Conference of the Inter-Provincial Ministers
Responsible for Sport and Recreation

Prepared by the Province of Alberta

October 1986

RECREATION STRATEGIES FOR THE PROMOTION OF HEALTH

Background

Canadians have the potential to be healthier than they are. The Provincial and Territorial Ministers Responsible for Sport and Recreation have the ability to contribute significantly to the realization of that potential.

Research has shown that three quarters of all illnesses are the result of environments and lifestyle choices and are, therefore, preventable. It has also been shown that leisure behaviour is an important part of lifestyle development and that recreation can be a major vehicle for the promotion of health.

Ministerial Commitment to the Promotion of Health through Recreation

At the 1985 Conference of the Inter-Provincial Ministers Responsible for Sport and Recreation, the Ministers resolved to take an active part in promoting health and shaping the future of Canadian society. The specific resolutions made at that conference have reinforced many existing health promotion initiatives and inspired other undertakings.

The Need for Provincial Strategies

The Ministers' responses to the 1985 Conference resolutions are the first steps in developing provincial strategies for the promotion of health through recreation. Such strategies are necessary for efficient

implementation of programs and services. Just as strategies were designed for the development of the recreation infrastructure, so too must strategies be designed for the development of individual awareness, attitudes and skills that promote healthy and satisfying living.

Principles of Strategy Development

Strategies for the promotion of health through individual recreation participation are based on three major principles.

1. A specific health benefit is defined and established as the objective of the program activity. Health benefits may be physical, psychological, spiritual or social.
2. Programs and services are targeted to an identifiable population.
3. Appropriate behavior change strategies are utilized. Appropriateness is determined by target, objective and role of the delivery agency. Strategies may be educative, persuasive, competence development, power, or facilitative.

The Delivery of Health Promoting Recreation Programs

Recreation programs which promote healthy lifestyles can be delivered directly by the Ministers or in cooperation with allied agencies and corporate partners. Two potential partners in the promotion of healthy lifestyles through recreation are public health agencies and the private sector.

If the potential of recreation as a major vehicle for the promotion of health is to be realized, there needs to be an effective and co-operative

working relationship between the ministries of health and recreation. Private sector partnerships can more effectively be promoted when the Ministry staff have developed health-promoting recreation initiatives that can easily be described in terms of 1) the intended health benefits, 2) the proposed target population, and 3) the appropriate behaviour change strategy to be employed.

Questions for Discussion

It is important at this time that the Ministers reflect upon the accomplishments to date and confirm their resolve to actively promote appropriate lifestyle alternatives through recreation. This requires that they consider several important questions.

1. How can limited Ministry or corporate partnership resources be directed to increased development of awareness, knowledge, beliefs, attitudes and skills to permit the individual to seek and experience the health benefits of active participation in recreation pursuits without adversely affecting the work already being done for the development of the recreation infrastructure?
2. Should an instrument that can facilitate the measurement of the health benefits of recreation be developed for use by all provinces and territories? What existing instruments could be used for the evaluation of the health promotion potential of programs and services, and could any of them be used by all provinces and territories to facilitate the exchange of ideas and information about successful program initiatives?

3. Are the Ministers limited to promoting and providing programs and services that contribute primarily to physical health? How much attention should be given by the Ministers to the other aspects of healthy living and what kinds of interagency cooperation would be required to effectively promote health through recreation?
4. What are the most effective and appropriate behaviour change strategies (i.e. educative, persuasive, competence development, power, facilitative) that can be utilized by provincial and territorial sport and recreation ministries to facilitate the adoption of healthy individual recreation behaviours?
5. To what extent and by whom should employee fitness initiatives be promoted, supported and provided? More specifically, does the Minister Responsible for Sport and Recreation have an implied or direct responsibility for taking the lead and actively promoting healthy lifestyles for his Ministry and other government department personnel?
6. What can the Ministers do to facilitate the development of lifestyle development expertise in their staff and other key individuals in the delivery system?

The discussion that results from such questions will clarify viewpoints and commitments related to provincial and territorial initiatives in the promotion of health. Future efforts that follow these commitments will contribute significantly to the realization of recreation

as a major vehicle for the promotion of healthy lifestyles and the well-being of Canadians.

Resolution

Whereas: The resolutions adopted by the Ministers at the 1985 Conference still apply at the provincial and territorial levels, and

Whereas: The Ministers continue to identify principles and strategies that contribute to the realization of recreation's potential as a major vehicle for the promotion of health,

Therefore be it resolved:

That the Ministers continue to develop comprehensive provincial and territorial strategies for the promotion of health through recreation.

RECREATION STRATEGIES FOR THE
PROMOTION OF HEALTH

-Executive Summary-

A Paper Presented at the 1986
Conference of the Inter-Provincial Ministers
Responsible for Sport and Recreation

Prepared by the Province of Alberta

October 1986

RECREATION STRATEGIES FOR THE PROMOTION OF HEALTH

Introduction

In Canada, where the quality of life enjoyed by its people is beyond even the grandest expectations of much of the world's population, health and well-being is an achievable goal. It is a goal that can be reached through dedicated and concerted effort by individuals and families, and by agencies whose mandate includes protecting and, where appropriate, enhancing the quality of life that we enjoy.

Research has shown that Canadians have the potential to be healthier than they are. About three quarters of all illnesses are the result of environments and lifestyle choices and are, therefore, considered to be preventable. The promotion of healthy lifestyles and recreation behaviours will contribute to the realization of this potential for greater health.

During the 1985 Conference of the Inter-Provincial Ministers Responsible for Sport and Recreation, the Ministers resolved to take an active part in promoting health and shaping the future of Canadian society.

Purpose of this Paper

The purpose of this paper is to review the resolutions made by the Ministers in 1985, document initiatives undertaken in relation to those resolutions, and discuss several principles that are important to continued efforts by the Ministers in developing strategies to promote health through

recreation.² The paper also considers the relationship of provincial and territorial recreation ministries to provincial and territorial health ministries and explores the potential of private sector involvement in the promotion of healthy lifestyles.

Ministerial Resolutions and Action

The resolutions made by the Ministers at the 1985 Conference of the Inter-Provincial Ministers Responsible for Sport and Recreation have reinforced many existing health promotion initiatives and inspired the undertaking of others. The following are brief descriptions of how the Ministers have responded to the resolutions over the past year:

1. *It was resolved that the Ministers would recognize that recreation can be a major vehicle for improving the health and life satisfaction of Canadians.*

With varying degrees of directness and formality, the Ministers have recognized the value of recreation in promoting healthy lifestyles. Revised mission statements, new policies, and organizational structures have served to establish the Ministers' concern in this area.

2. *It was also resolved that the Ministers would strive to initiate action in a number of areas in order for the potential of recreation, as a major vehicle for the promotion of health, to be realized.*

Health promotion objectives have formed the basis of major program initiatives. There has been insufficient time for the Ministers to develop and implement new programs or services as a result of the 1985 Conference, but several are in the advanced planning stages.

3. *The Ministers agreed to promote ongoing examination, based on reliable health measurement indices, of the relationship between health, recreation and lifestyles.*

All provinces and territories have expressed a need for reliable recreation and health measurement indices. Presently no ministries are involved in directly relating their recreation programs to measurable health benefits and health care costs.

4. *It was further established that the Ministers would encourage greater cooperation between and among the recreation system, the health care system and others in the development of a national and/or provincial health promotion program.*

Increased interaction between provincial recreation and health ministries has prompted some to consider joint promotional efforts. At this early stage there has been no formal move by the provincial recreation ministries to cooperate in the development of a national campaign for the promotion of the health benefits of recreation. Some provinces, however, are achieving limited success within their own jurisdictions in the area of promotion of healthy lifestyles.

5. *It was resolved that the Ministers would explore the feasibility of establishing ways and means which would lead to greater integration of the activities of the various health-related agencies within and among all levels of government.*

Several Ministers have met with cabinet colleagues for the purposes of information sharing and coordination of health promotion initiatives. Some progress has been made in establishing the position of sport and recreation ministries with respect to the promotion of healthy lifestyles.

6. *The Ministers resolved to actively pursue the development of an integrated program, based on collaboration between the education and recreation systems, designed to promote the acquisition of positive recreation attitudes, skills and knowledge among the youth of Canada.*

Since the 1985 Conference, significant progress has been made in creating opportunities for recreation ministries to review and contribute to the content of school curriculum guidelines and resources. There is a growing interest in leisure education and other

youth-oriented programs that teach principles and skills of lifestyle development.

7. *It was also resolved that the Ministers would continue to promote opportunities for the development of qualified recreation/fitness leaders.*

All provincial and territorial Ministers are presently involved in funding or otherwise providing training opportunities for fitness leaders. Recreation leadership is promoted by professional or volunteer associations which generally receive some support from the recreation ministries.

8. *The Ministers also resolved to continue to encourage public and private organizations to develop employee fitness and lifestyle programs.*

Only one province directly supports staff participation in fitness and lifestyle activities but many ministries encourage such participation in other ways and extend that encouragement to employees in other government departments and the private sector.

Principles of Strategy Development

The Ministers' responses to the 1985 Conference resolutions are the first steps in developing comprehensive provincial strategies for the promotion of health through recreation. Future programs and services that would form an integral part of such strategies must be built upon proven principles and practices of programming for lifestyle development.

Objective Setting

In the context of the Ministers' immediate and long-range concern for the promotion of health, objective setting may be described simply as defining the desired health benefit(s). The desired health benefits are

responses to identified needs that may be of a physical, psychological, spiritual or social nature.

Physical Health Benefits. Responses to those needs which relate to the functioning and conditioning of the body and its physical systems.

Psychological Health Benefits. Responses to those needs which relate to the mental, emotional and intellectual condition of an individual.

Spiritual Health Benefits. Responses to those needs which relate to the conditions of an individual's values and conscience.

Social Health Benefits. Responses to those needs which relate to the condition of an individual's ability to interact socially, accept the responsibilities of citizenship, and deal with social stress and conflict.

Any effort to encourage or otherwise affect recreation behaviour should be made with a clear statement of objective in mind. The overall objective may be to promote healthy lifestyles, but effective program development requires the clarification of objectives in terms of the specific health benefit that is desired.

Targeting

Marketing research has shown that recreation strategies which promote healthy lifestyles are most effective when directed at very specific targets. The choice of target will be influenced by and affect decisions about systems of program delivery, participation standards and expectations, pricing, promotion, and program evaluation.

Developing Behaviour Change Strategies

Once a desired health benefit and its intended recipient have been identified, it is time to consider the approach that will be taken in promoting the behaviours that will lead to realization of that health benefit. Two general approaches are used in the encouragement of healthy recreational activity. One is described as 'development of the recreation infrastructure' and it involves the facilitation of recreation participation by the provision of facilities, programs and services. The other general approach is described as 'development of the individual'. This involves the enhancement of recreation awareness, knowledge, beliefs, attitudes and skills to permit the individual to seek, recognize and experience the health benefits of active participation in recreational pursuits.

The Ministers have agreed to continue present efforts in supporting and developing the recreation infrastructure, and consider strategies for affecting individual behaviour change. Five specific strategies are:

1. Educative Strategies attempt to encourage positive and prevent negative forms of recreation behaviour through relatively unbiased presentation of information.
2. Persuasive Strategies attempt to promote the inclusion of one or more forms of recreation behaviour into people's lifestyles by presenting a message which is biased or emotionally loaded by the manner in which it is structured and presented.
3. Competence Development Strategies attempt to provide personal skills, abilities and control over experiences which will allow individuals to adopt and maintain one or more forms of recreation behaviour.

4. Power Strategies are characterized by the use of demands from an influential or powerful body.
5. Facilitative Strategies do not focus directly on the individual, but are aimed at improving the environment, including the recreation system.

An Analysis of Existing Provincial Programs

In the context of the previous comments on strategies for affecting individual recreation behaviour, an informal analysis of the major program initiatives from all of the provinces and territories was conducted. The comments are intentionally very general but do offer a clear view of how the Ministers are presently dealing with the promotion of health through recreation. Based on the results of the analysis, it was concluded that:

1. Most programs of provincial and territorial sport and recreation ministries emphasize physical health benefits while relatively few programs emphasize the promotion of psychological, spiritual and social health.
2. Some programs and services of the provincial and territorial ministries are targetted, but there are many which are not.
3. The most common behaviour change strategies used by the provinces and territories are facilitative and educative.

A Look at One Minister's Health Promotion Initiatives

In response to an analysis of recreation programs and services provided by his ministry, the Minister of Alberta Recreation and Parks has initiated several activities which further illustrate the commitment made by all Ministers at the 1986 Conference.

1. The Minister created the Leisure Lifestyle Development Section to "assist all Albertans in developing positive leisure attitudes and behaviours which maximize their potential to adopt healthier, more active and satisfying lifestyles".
2. The Minister has met with his cabinet colleagues and expressed his interest in health promotion. These efforts have resulted in closer working relationships with the Department of Education and several agencies and departments which are represented on the Interdepartmental Committee for Health Promotion.
3. Proposed policy statements, enriched programs and innovative educational and management resources reflect the Minister's resolve to contribute significantly to the promotion of healthy lifestyles.

Alberta's efforts in the area of health promotion are, as with most provinces and territories, in the early stages of development. The Ministry has accepted the challenge to act on the resolutions of the 1985 Conference and is striving to increase the value and realize the full potential of the services and programs that the ministry offers.

Considerations for the Delivery of Health Promotion Initiatives of Recreation Ministries

Recreation programs which promote healthy lifestyles can be delivered directly by the Ministers or in cooperation with allied agencies and corporate partners. Two potential partners in the promotion of healthy lifestyles through recreation are public health agencies and the private sector.

Relationship Between Ministries of Health and Recreation

If the potential of recreation as a major vehicle for the promotion of health is to be realized, there needs to be an effective and co-operative working relationship between the ministries of health and recreation. In provinces and territories where the ministries of health and recreation are not organizationally connected, a concerted effort is required to develop and maintain an effective relationship that facilitates the promotion of health through recreation.

Relationship with the Private Sector

There is potential for more private sponsorship and this potential is worthy of exploration by each of the Ministers in his own province. Private sector partners can more effectively be promoted when the Ministry staff have developed health-promoting recreation initiatives that can easily be described in terms of 1) the intended health benefits, 2) the proposed target population, and 3) the appropriate behaviour change strategy to be employed. This information is particularly useful in

matching the objectives of the program with the interests of a potential private sector partner or sponsor.

Conclusion

It is important at this time that the Ministers reflect upon the accomplishments to date and confirm their resolve to actively promote appropriate lifestyle alternatives through recreation. This requires that they consider several important questions.

These questions relate to the need for staff expertise in the area of health promotion, the role and responsibility of the recreation ministry in promoting employee fitness and lifestyle programs, and the logistics of maintaining service in the area of infrastructure development while expanding efforts in development of the individual. The Ministers also need to be concerned with questions about the appropriateness of utilizing certain types of behaviour change strategies, measurement of recreation's health benefits, and relationships with agencies and organizations having allied interests.

The discussion that results from such questions will clarify viewpoints and commitments related to provincial and territorial initiatives in the promotion of health. Future efforts that follow these commitments will contribute significantly to the realization of recreation as a major vehicle for the promotion of healthy lifestyles and the well-being of Canadians.

**RECREATION STRATEGIES FOR THE
PROMOTION OF HEALTH**

A Paper Presented at the 1986
Conference of the Inter-Provincial Ministers
Responsible for Sport and Recreation

Prepared by the Province of Alberta

October 1986

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RECREATION STRATEGIES FOR THE PROMOTION OF HEALTH

Introduction

The quality of life currently enjoyed by Canadians is beyond even the grandest expectations of much of the world's population. Canada is a nation which enjoys freedom and a sense of security. It is a nation of economic strength and diversity. It is a nation where a rich cultural heritage weaves strengthening fibres into the fabric of society, where Nature's splendor and simple beauty can be enjoyed by all, and where social order is based on a firmly entrenched sense of justice and honour. Canada is a nation where the pursuit of truth, knowledge and wisdom is protectively nurtured and where health and well-being is an achievable goal.

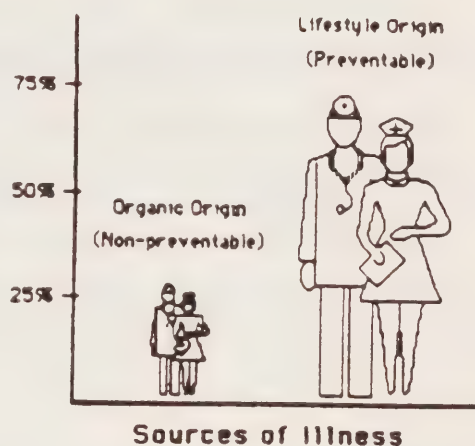
It is the opportunity and responsibility of all Canadians to protect and, where appropriate, enhance the quality of life that we all enjoy. Such protection and enhancement is necessary because of the many negative influences that can erode people's sense of security, weaken the nation's economic, cultural and moral foundations, and deprive individuals of the benefits of healthy life. It requires sincere and concerted effort to counter the effects of such influences.

One quality of life factor which is a major concern and to which the proponents of recreation can dedicate concerted effort is health. Canadians have the potential to be healthier than they are. The fact that this potential has not been realized can be linked directly to lifestyle and, consequently, to patterns of recreation behaviour.

Health is defined as not only the absence of disease, but also the physical, mental and social well-being and well-functioning of individuals,

and the relationship of health to lifestyle and to recreation has been clearly established. It is important to note, however, that recreation is just one of several factors influencing lifestyle and health.

Research has shown that only about one quarter of all illness and disease is a consequence of the basic biology of man and the organic make-up of the individual. The remaining three quarters of health problems are the result of environments and lifestyle choices and are, therefore, considered to be preventable. The majority of preventable health problems can be traced to people's inability to cope with the stresses and physical demands of a rapidly changing world and an increasingly complicated social environment. Health, then, is inseparable from the way in which people live their lives: that is, their lifestyles.



People who have healthy lifestyles are those who develop a sense of overall balance and well-being and are able to function in their environments with minimal stress. They are more likely to avoid behaviours that lead to health problems than are people who do not enjoy a well-balanced, fulfilling lifestyle. Recreation can contribute significantly to balance and fulfillment in an individual's life.

Recreation can provide a means for the satisfaction of a variety of needs that cannot be satisfied in other situations. It is a major lifestyle component for children and youth and, like work activity and family involvements, recreation is a major component of an individual's life

during adulthood. Research has shown that there is a strong relationship between recreation and psychological well-being. The relationship between recreation and social and spiritual well-being is also well documented, and the positive influence of recreation on physical health is an accepted fact.

During the 1985 Inter-Provincial Conference of Ministers Responsible for Sport and Recreation, the Ministers looked closely at recreation as a major vehicle for the promotion of health. They resolved to take an active part in promoting health and shaping the future of Canadian society, and have, in the months following the conference, demonstrated their commitment in many ways.

Purpose of this Paper

The purpose of this paper is to review the resolutions made by the Ministers in 1985, document initiatives undertaken in relation to those resolutions, and discuss several principles that are important to continued efforts by the Ministers in developing strategies to promote health through recreation. The paper also considers the relationship of provincial recreation ministries to provincial health ministries and explores the potential of private sector involvement in the promotion of healthy lifestyles.

Ministerial Commitment to Health
Promotion through Recreation

At the 1985 Inter-Provincial Conference of Ministers Responsible for Sport and Recreation, the Ministers agreed to:

1. Recognize that recreation can be a major vehicle for improving the health and life satisfaction of Canadians;
2. Strive to initiate action in a number of areas in order for the potential of recreation, as a major vehicle for the promotion of health, to be realized;
3. Promote ongoing examination, based on reliable recreation and health measurement indices, of the relationship between health, recreation and lifestyles;
4. Encourage greater cooperation among and between the recreation system, the health care system and others in the development of a national and/or provincial health promotion program;
5. Explore the feasibility of establishing ways and means which would lead to greater integration of the activities of the various health-related organizations within and among all levels of government;
6. Actively pursue the development of an integrated program based on collaboration between the education and recreation systems, designed to promote the acquisition of positive recreation attitudes, skills and knowledge among the youth of Canada;
7. Continue to promote opportunities for the development of qualified recreation/fitness leaders; and
8. Continue to encourage public and private organizations to develop employee fitness and lifestyle programs.

It should be noted that, prior to the 1985 conference, many ministries were already involved in activities that contributed to the promotion of healthy lifestyles and were consistent with some of the Ministers' resolutions. The commitment of the Ministers to these resolutions is also demonstrated by the numerous initiatives undertaken since the close of that Conference.

Major Ministerial Activities in the Promotion of Health through Recreation

While the amount of time that has elapsed between the formalizing of the Ministers' resolutions and the preparation of this paper is relatively brief, the continuation of previous initiatives and the introduction of new directions or activities by the Ministers illustrate the increased emphasis by all provinces and territories in using recreation as a major vehicle for the promotion of health. For example:

1. Several provinces have formally acknowledged recreation as a major vehicle for the promotion of health.

In the Province of Alberta, the Department of Recreation and Parks draft policy statement declares that recreation is "an important means to enhance the quality of lives of Albertans" and "participation in recreational experiences contributes to a person's psychological, social, and physical well-being".

The Province of Ontario, Ministry of Tourism and Recreation sport and fitness policy cites recreation as "enabling the people of Ontario to achieve growth and well-being".

The Yukon Territory, Northwest Territories and Prince Edward Island also have formal positions on recreation as a contributor to "the quality of life", and Nova Scotia has a clear

statement regarding the health benefits from recreation participation noted in its *Recreation Reference Series*.

The mission statement of Manitoba Culture, Heritage and Recreation strongly implies a positive relationship between recreation and health by stating that the Department will, at the regional level, support the delivery of the programs of Manitoba Health.

Although in British Columbia there is no precise written statement concerning recreation's value as a major vehicle in health promotion, the action of placing responsibility for fitness development in the Department of Health does, in fact, exemplify the relationship between fitness and health.

The Province of Saskatchewan very clearly claims that the quality of life can be enhanced by enabling people to "fully experience the cultural, health and social benefits resulting from the development and promotion of sport and cultural activities and resources".

The Ministers have, with varying degrees of directness and formality, recognized the role of recreation as a major vehicle for improving the health and life satisfaction of Canadians. This recognition of the value of recreation in promoting healthy lifestyles is essential, and continuing progress in this area will be realized when planning priorities and resource allocations are adjusted to permit a greater emphasis on the recreation/health relationship.

2. Health promotion objectives have formed the basis of major program initiatives in several provinces. There has been insufficient time for the Ministers to develop and implement new programs or services as a result of the 1985 Conference, but a few existing programs serve as good examples of initiatives that will assist in the realization of recreation as a major vehicle for the promotion of health.

In the Yukon Territory a series of special events during Carnival Week emphasizes exposure to and participation in recreational activities which are intended to affect lifestyle patterns towards greater health.

All provinces and territories are active partners in the coordination and promotion of National Physical Activity Week - a program which heightens national awareness of the need for and the value of regular physical activity. The increased awareness and resulting exposure to recreational activity promotes healthy lifestyles for many formerly non-active Canadians.

Most provincial recreation ministries work with and support agencies that promote fitness and conduct personal fitness testing. These agencies also strengthen the fitness leadership network of each province and promote scientific research in the areas of fitness and lifestyle.

There are indications that, as provincial and territorial ministries develop new recreation programs and update existing ones, health objectives are being given greater consideration as essential elements of program design. Such objectives, when incorporated at all program levels (i.e. from "learn to" programs to "high performance enhancement" programs) and in all activity areas (e.g. sport, outdoor recreation, culture, fitness, etc.), contribute significantly to the realization of recreation's potential as a major vehicle for the promotion of health.

3. All provinces and territories have expressed a need for reliable recreation and health measurement indices. Presently no ministries are involved in directly relating their recreation programs to measurable health benefits and health care costs.

The lack of scientific measurement of the health benefits of recreation services does not mean that such measurement is impossible or impractical.

Although difficult, measurement of the health/recreation relationship within the individual is possible. It requires a large amount of personal information since the process involves developing and correlating personal health profiles with individual patterns of recreation behaviour. It also requires large, representative samples if generalizations about the population or segments of the population are to be made.

In provinces or territories where personal health care records are available to the Ministry, and where existing programs of data collection facilitate the development of corresponding recreation behaviour profiles, the potential already exists for valuable research and measurement. The results of such measurement would be most applicable to the province wherein the research is conducted, but all provinces and territories would benefit greatly from the expanded knowledge base and reaffirmed justification of Ministry activities.

4. Increased interaction of recreation and health ministries has prompted some provinces to seriously consider joint promotional efforts within their own jurisdictions. At this early stage, there has been no formal effort by the provincial ministries to develop a national campaign to promote the health benefits of recreation but several provincial initiatives are worthy of note.

The Province of Ontario has a Tourism and Recreation sponsored series of television vignettes which feature Roland Michener talking about the "high road to health". The message emphasizes the role of recreation and physical activity in promoting personal health and well-being. It helps to address the concerns of this ministry and the Ministry of Health.

Cooperation between the health and recreation departments in

the Province of Manitoba has resulted in numerous written resources being developed for promoting health and recreational activity.

In New Brunswick the "*Lifestyle Awareness Program*" deals with physical, cultural, nutritional and social aspects of lifestyle development. This is an individualized, activity-oriented program which uses recreational participation and health and social education in an integrated approach to health promotion.

It should be remembered that a program of health promotion is not necessarily a multi-media advertizing campaign. It may include participation events, facilitation activities, educational development, audio or visual or electronic information distribution, or regulation. Future efforts of the Ministers and their health ministry colleagues in developing a national promotion campaign would be most effective when activity in all areas of the promotion or advancement of health is stressed.

5. Several Ministers have, since the 1985 Conference, met with cabinet colleagues responsible for health or health-related departments to explore ways and means which would lead to greater integration of the activities of various health-related organizations. The "*Shaping the Future*" audio-visual presentation prepared for the 1985 Conference has been used effectively in many instances. From the results of such meetings it is apparent that the Ministers responsible for sport and recreation will need to continue to work hard to develop the integration that they propose.

Since recreation is only one of several factors having a positive influence on health and life satisfaction, it is essential that the Ministers integrate their efforts with those of other related ministries, and establish recreation's status as a major vehicle for the promotion of health.

6. There has been a considerable amount of activity involving the cooperative efforts of education and recreation systems in integrating programs and curriculum resources.

The British Columbia government has introduced a new secondary school course called "*Community Recreation 12*". The course was designed by the Department of Education to introduce students to community volunteering and the programs and services of local recreation authorities.

In Nova Scotia the local school systems receive financial and other assistance from the Minister of Culture, Recreation and Fitness to operate outdoor education camps and to invite visiting artists into the schools.

Alberta is an active partner in an interdepartmental initiative that has established an extensive, integrated community school program. The program promotes community use of school facilities, community related curriculum, community resource people in the schools, and the addressing of community issues in local educational programs. The Minister of Education and the Minister of Recreation and Parks have also had formal communication regarding several major areas of cooperation in providing a wide range of recreation and health education opportunities in all Alberta schools.

Four provincial recreation ministries (British Columbia, Alberta, Ontario and Nova Scotia) are now given the opportunity to review and provide input to leisure and health education curriculum proposals. This has been an area of significant progress since the 1985 Conference.

The task force which was established at the 1985 Conference and charged with reviewing federal and provincial initiatives in the area of youth fitness has also contributed to a greater understanding of the potential for the promotion of healthy lifestyles among the youth of Canada through joint school and recreation system action. The resolutions made at the 1986 Canadian Summit on Fitness have given further support to ministerial activities in support of fitness and health promotion for youth.

Provincial and territorial ministries of sport and recreation are able to effectively promote the acquisition of positive recreation attitudes, skills and knowledge among the youth of Canada through the formal education system. While the efforts of the Ministers have resulted in several provincial or local school authorities establishing leisure education and education for healthy living as major objectives of the school program or curriculum, the potential exists for even more collaboration between education and recreation systems at the provincial and local levels.

7. Opportunities for the development and qualification of recreation and fitness leaders are promoted across the country.

New Brunswick, Manitoba, Saskatchewan, Alberta and British Columbia have established fitness leader certification programs which are administered by non-government agencies. All provincial and territorial recreation ministries are involved in funding or otherwise providing training opportunities for fitness leaders.

Most provinces and territories have adopted the national Volunteer Management Skills program and are using it to supplement their own programs and activities for training and recognizing volunteer recreation leaders.

Most provincial and territorial ministries play a major role in supporting professional associations in the development of community recreation leadership.

Fitness leadership in Canada is fairly well developed and there are widely accepted standards which either govern or guide fitness leaders, appraisers, trainers and administrators. Such standards allow for the development of adequate opportunities for leadership development. Recreation leadership, on the other hand, is supported in varying degrees by provincial or regional associations with different standards of training

or performance being established by the many employers of recreation professionals or volunteers. The standards, therefore, are not uniform and training opportunities are difficult to develop in an efficient manner.

The Ministers continue to promote opportunities for the development of qualified recreation and fitness leaders, but generally look to provincial or national associations to establish standards against which the results of any such development opportunities might be measured.

8. There is a growing involvement of provincial and territorial ministries in the encouragement of employee fitness and lifestyle programs in both the public and private sectors.

The Department of Health in British Columbia has a nationally recognized program of employee lifestyle and fitness development. However, the Province of Quebec is the only province with an employee fitness program for Sport and Recreation Ministry personnel. While Kino-Quebec actively promotes employee fitness in the public and private sectors, the Minister made it possible for his staff to have time off for participation in special programs similar to National Physical Activity Week, or to have subsidized use of fitness facilities and programs.

Several other sport and recreation Ministers have encouraged their staff to initiate self-directed fitness and lifestyle programs. Three ministries now have ongoing employee fitness promotional programs and most provincial and territorial recreation ministries are active participants in or sponsors of the Corporate Challenge program.

The establishment of the inter-provincial task force on employee fitness is further evidence of the Ministers' genuine desire to seek appropriate means by which to enhance the lifestyles of their employees and of employees in general. Several resolutions made at the 1986 Canadian Summit on Fitness (to which the Ministers sent representatives) emphasized the

appropriateness of and need for provincial and territorial government leadership in this area.

Establishing employee fitness as a priority for provincial governments has been a challenge for the Ministers but indications of success are appearing in the many related crown corporations that now provide fitness facilities or benefits to their staff.

In the short time since the conclusion of the 1985 Inter-Provincial Conference of Ministers Responsible for Sport and Recreation, the Ministers have provided numerous examples of programs and services that relate directly to the eight resolutions which arose from their discussion of recreation's relationship to health. Even though most of the initiatives highlighted in the foregoing discussion are not specific results of those resolutions, they are good examples of what the Ministers are working towards and expecting as eventual outcomes of their commitment.

One expectation that each department, in response to the resolutions, has of itself is the development of a comprehensive strategy for the promotion of healthy lifestyles through recreation. The programs and services discussed previously are some examples of the kinds of activities that would form an integral part of such a strategy.

Development of Strategies for the Promotion of Healthy Lifestyles through Recreation

The development and implementation of strategies for the promotion of health through recreation would facilitate the realization of the

Ministers' resolutions and ultimately contribute to the health and well-being of Canadians. In order to achieve such goals, these strategies would have to be built upon proven principles and practices of programming for lifestyle development. A clear understanding of these principles and practices is important to the effective utilization of recreation programs and services in the promotion of healthy lifestyles.

Objective Setting

One major consideration in the development of programs that affect the recreation behaviours and lifestyles of individuals is the practice of objective setting. In the context of the Ministers' immediate and long-range concern for the promotion of health, objective setting may be described simply as stating the desired health benefit(s). The desired health benefits are responses to identified needs that may be of a physical, psychological, spiritual or social nature.

Physical Health Benefits. Responses to those needs which relate to the functioning and conditioning of the body and its physical systems. For example: muscle strength, cardiovascular endurance, flexibility.

Psychological Health Benefits. Responses to those needs which relate to the mental, emotional and intellectual condition of an individual. Satisfaction of these needs helps the individual to understand the nature of the recreation experience and to cope with psychological stress. Reduction of psychological stress contributes positively to physical and social health.

Spiritual Health Benefits. Responses to those needs which relate to the conditions of an individual's values and conscience. Spiritual health permits the reconciliation of leisure behaviours with what the individual senses to be right and with what he

perceives to be his reason for existence. The ability for such personal reconciliation has been shown to contribute in a major way to psychological, physical and social health.

Social Health Benefits. Responses to those needs which relate to the condition of an individual's ability to interact socially, accept the responsibilities of citizenship, and deal with social stress and conflict. Unsatisfied social needs can lead to physical, psychological and spiritual illnesses.

It is important to note that, even though a specific health benefit may be identified in a program profile as the principle objective of that program, it is likely that any recreation program will also provide some benefits in the other areas of personal health.

Any effort by the Ministers to encourage or otherwise affect recreation behaviour should be made with a clear statement of objective in mind. The overall objective is to promote healthy lifestyles, but effective program development requires the clarification of objectives in terms of the specific health benefit that is desired.

Targeting

Another major consideration in developing recreation programs that promote healthy lifestyles is the intended target or recipient of program benefits. Target populations should be identifiable and are usually homogeneous with respect to general health needs and patterns of recreation behaviour.

Targets can be identified in many ways (e.g. age, gender, geographic location, socio-economic status, occupation type, participation level, leisure locale, fitness level). The choice of target will be influenced by or

affect decisions about systems of program delivery, participation standards and expectations, pricing, promotion, and program evaluation.

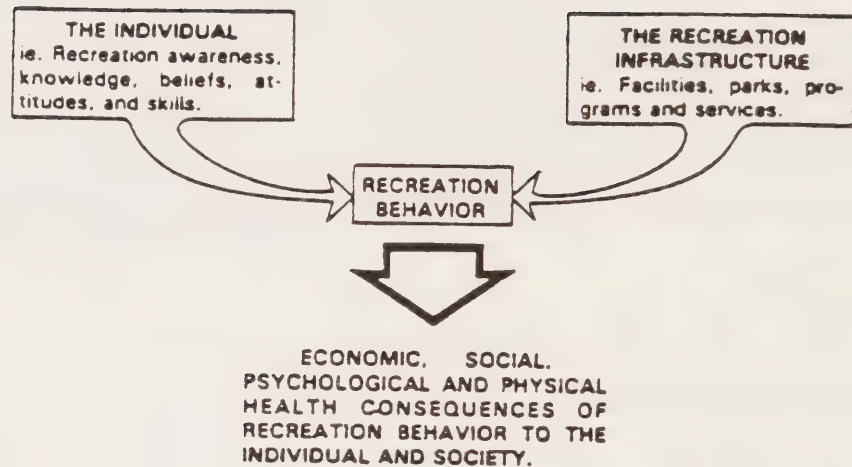
Marketing research has shown that recreation strategies that promote healthy lifestyles are most effective when directed at very specific targets. While attempts to affect "anyone and everyone" may occasionally be successful, the most efficient and promising bids for success appear as programs that are planned for and delivered to specific individuals and populations.

Developing Behaviour Change Strategies

Once a desired health benefit and its intended recipient have been identified, it is time to consider the approach that will be taken in promoting the behaviours that will lead to realization of that health benefit. There are several behaviour change strategies that can be considered.

At the 1985 Conference the Ministers recognized that they utilize two general approaches in the encouragement of healthy recreational activity. They described one approach as 'development of the recreation infrastructure' and explained that it involves the facilitation of recreation participation by the provision of facilities, programs and services. It was suggested that individual behaviour and, consequently, health are positively affected by the recreation infrastructure when it provides social, economic and physical environments that are conducive to satisfying recreation experience.

The other general approach described by the Ministers was 'development of the individual'. This involves the enhancement of recreation awareness, knowledge, beliefs, attitudes and skills to permit the individual to seek, recognize and experience the health benefits of active participation in recreational pursuits.



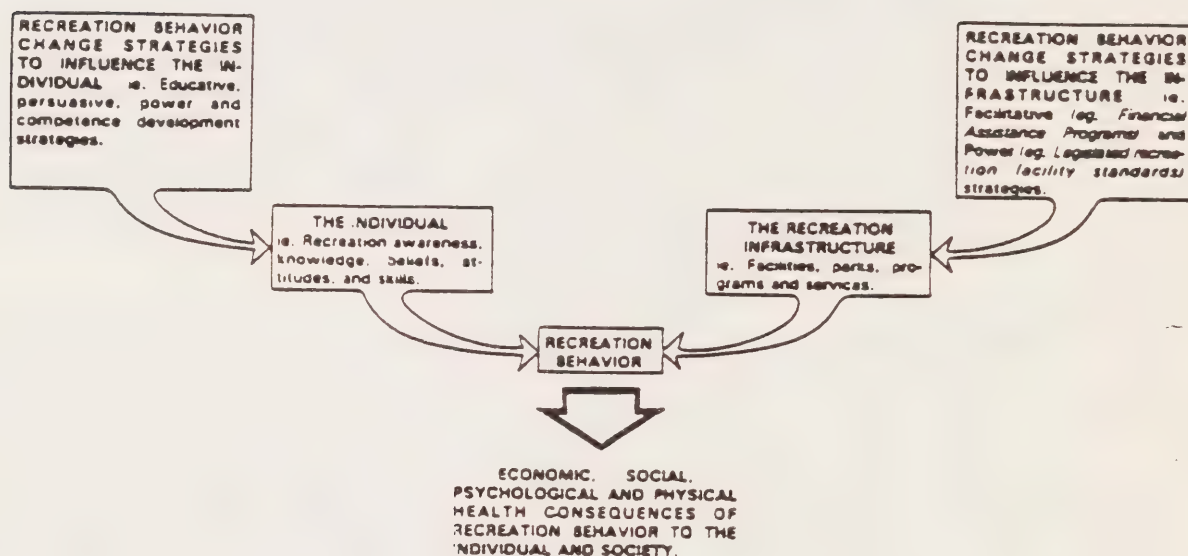
The programs sponsored or promoted by provincial recreation ministries that are designed to directly affect the amount and type of individual participation in health-promoting recreational activity have not, typically, received the same attention as has been given to infrastructure development. At the 1985 Conference the Ministers recognized the impact that they could and should have on the development of healthy individual lifestyles and behaviours and agreed to continue present efforts in supporting and developing the recreation infrastructure, and consider strategies for increasing and enhancing individual recreation participation. Five major strategies for affecting individual behaviour change were studied:

1. Educative Strategies attempt to encourage positive and prevent negative forms of recreation behaviour through relatively unbiased presentation of information. Awareness and knowledge of the information is expected to provide a justification for

adopting healthful behaviour. These strategies assume that individuals are rational beings capable of discerning facts and adjusting their behaviour to respond to them. These strategies may employ mass media or other methods of individual or group communication.

2. Persuasive Strategies attempt to promote the inclusion of one or more forms of recreation behaviour into people's lifestyles by presenting a message which is biased or emotionally loaded by the manner in which it is structured and presented. The message may convey information, but is designed primarily to affect beliefs, opinions, expectations and attitudes. Such strategies may use reasoning, urging and inducement, and may be based on rational and/or emotional appeals.
3. Competence Development Strategies attempt to provide personal skills, abilities and control over experiences which will allow individuals to adopt and maintain one or more forms of recreation behaviour. These competencies include such things as physical skills, decision-making skills, assertiveness skills, skills for coping with frustration and conflict, and skills for monitoring outcomes of personal behaviour and quality of experience.
4. Power Strategies are characterized by the use of demands from an influential or powerful body. This type of strategy employs rewards or penalties for prescribed action or inaction and has its strength in the ability and motivation of the individual to comply. Power strategies can affect the individual directly or be used to modify the environment.
5. Facilitative Strategies do not focus directly on the individual, but are aimed at improving the environment, including the recreation system. Such strategies make it possible or easier for the individual to implement and/or sustain positive forms of recreation behaviour by providing facilities, services, incentives, economic security, and social supports in such a way as to create or allow a more supportive climate for adoption of positive recreation behaviour.

Not all of the preceding strategies for changing recreation behaviour are aimed at the individual. The following diagram illustrates the relationship of behaviour change strategies to the two general approaches discussed previously:



By consciously striving to incorporate the foregoing principles of strategy development in Ministry health promotion activities, provincial and territorial recreation initiatives will be successful in encouraging and facilitating healthy lifestyles and individual well-being. The benefits to the individual and to society will be realized in improved health which will have significant positive economic consequences for the governments of the provinces and territories.

An Analysis of Existing Provincial Programs

In the context of the previous comments on strategies for affecting individual recreation behaviour, major program initiatives from all of the provinces and territories were analyzed and are summarized in the following discussion. The comments are intentionally very general but do offer a clear view of how the Ministers are presently dealing with the promotion of health through recreation.

1. Recreation is typically viewed as activity. More specifically it is viewed as physical activity involving play, creativity and fun. It was, therefore, natural to find that most programs of provincial and territorial recreation and sport ministries emphasize physical health benefits while relatively few programs emphasize the promotion of psychological, spiritual and social health.

It should be remembered, however, that a program which is primarily oriented towards physical health benefits most likely provides some benefits in the other major areas of health. In fact, it would be impossible to conceive of a program that offers only one kind of benefit and is still considered to be recreation.

With such a strong emphasis placed on physical health by recreation ministries, a question arises concerning the overall health needs of individuals. Are some areas of individual health and well-being neglected by traditional practices of recreation programming?

As stated earlier, recreation can be a major vehicle for the promotion of health. It can help to promote physical, psychological, spiritual and social health. Recreation is not, however, the only vehicle for the promotion of health and the Ministers of recreation are not the only agents with responsibilities for health promotion. It may be that traditional recreation programming does not adequately meet the psychological, spiritual or social needs of some program participants. This situation, if real, does not necessarily give cause for concern. It would be a matter of concern if those needs

remained unmet through the whole range of those individuals' life experiences. At this point a conscious decision must be made about an appropriate response from the providers of recreation services.

The main health promotion emphasis of provincial and territorial recreation ministries is, by design or otherwise, the promotion of physical health. The appropriateness of this emphasis must be determined by each Minister in consideration of the identified needs of his individual constituents and the priorities of his government.

2. The identification of clients and target markets is a time consuming task that several provinces have undertaken and reaped the benefits thereof. While most programs and services of the provincial and territorial ministries are precisely targetted, there are some which are not. Several programs or services have been described as being "for whoever wants it" and do not appear to be designed with any current recipient in mind. References to "the citizens of the province" as the client or audience are frequently observed, but the program or delivery strategies do not accomodate the need to have a broad range of activity thrusts to meet the varying needs of "the citizens".

Even though many programs do reach a specific target or client, there may be justification in reviewing some programs to determine if the targets are the same as originally intended.

3. The most common behaviour change strategies used by the provinces and territories are facilitative and educative. There appears to be some degree of apprehension concerning the imposition of "government values" on the citizens and, therefore, persuasive and power strategies are generally avoided.

Competency development strategies are used quite consistently across the country but are more often employed by agencies at the community level than by the ministries.

Facilitative strategies relate most directly to the development of the infrastructure while educative and competency development strategies relate to the development of the individual. These three types of behaviour change strategies appear to be considered most appropriate by provincial and territorial ministries.

Most competency development activities of the ministries are in the form of 'learn to' programs or mass participation events (e.g. National Physical Activity Week, Royal Bank Junior Olympics, regional games, sport festivals) and most educative activities are in the form of workshops, displays, conferences, printed resources, and school curriculum modules.

While the information provided by the foregoing analysis is interesting and somewhat useful, it must be remembered that it is a review of all provincial and territorial activities and is, therefore, too general to be used as a basis for recommending specific courses of action to be taken by the individual Ministers. A province-specific analysis conducted by the Ministers for their own jurisdictions would yield valuable information about the quality of health their own jurisdictions would yield valuable information about the amount and quality of health promotion activities currently being conducted.

A Look at One Minister's Health Promotion Initiatives

The value of conducting a careful review of the Ministry's activities in health promotion is illustrated by the responses of one provincial Minister to such an examination. The example cited is from the province of Alberta.

Alberta's Minister of Recreation and Parks instructed his staff to undertake a major review of the organization of his Ministry and to re-examine the purpose, goals and objectives that guided the Department's activities. Several internal and external studies were commissioned and the

results of those studies and consultations caused several actions that are of major significance to the promotion of health through recreation.

1. The organizational restructuring of the Recreation Development Division resulted in the creation of the Leisure Lifestyle Development Section. The draft mission statement of this unit emphasizes the commitment of the Minister to "assist all Albertans in developing positive leisure attitudes and behaviours which maximize their potential to adopt healthier, more active and satisfying lifestyles". In the few months since the Leisure Lifestyle Development Section has been created, an extensive information and program delivery network has been established with local, regional, provincial, national and international organizations which share the mandate to promote healthy lifestyles and satisfying leisure behaviours. The Section has developed health promotion resources and co-ordinated several major events that promote healthy lifestyles.

2. The Minister of Recreation and Parks solicited and received enthusiastic support from the Minister of Education in encouraging significant involvement of the recreation ministry in developing school curriculum and program resources. Leisure education and other health-promoting skill development activities will be considered for incorporation into the school program and the provincial system of sport development will enjoy closer association with the school athletic and physical education network.

3. The Minister was instrumental in establishing a group of government experts in the area of lifestyle development and has supported the creation of an interdepartmental health promotion committee. This committee will provide valuable assistance to all departments and crown agencies in their increased health promotion efforts.

4. Shortly after the 1985 Conference, the Minister met with several cabinet colleagues to present his views on health promotion through recreation. The meeting established the Minister of Recreation and Park's position and opened the door for future discussions and action.

5. The Recreation, Parks and Wildlife Foundation (a crown corporation under the Minister of Recreation and Parks) has prepared a series of lifestyle enhancement programs and has developed a case for funding of

those programs from lottery revenues. The Foundation is very supportive of recreation programs that promote healthy lifestyles.

6. The draft Recreation and Parks Policy Statement being prepared under the direction of the Minister strongly emphasizes the potential of recreation as a positive factor in the development of healthy lifestyles. The document does provide the justification for all Department activities and will certainly create an increased awareness of health promotion objectives.

7. To promote healthy lifestyles for employees of his and other government departments, the Minister has requested the development of a proposal for employee fitness initiatives within the Ministry and throughout the Alberta civil service. Ministry efforts in the promotion of employee fitness in the private sector are already very extensive and are being considered for further expansion.

8. The Minister has commissioned the development of the *HealthCheck* computer program that facilitates the detailed assessment of recreation programs with respect to their potential as vehicles for the promotion of health. A description of this program is included in the appendix of this paper and copies of the software package are available to the Ministers upon request.

Alberta's efforts in the area of health promotion are, as with most provinces and territories, in the early stages of development. The Ministry has accepted the challenge to act on the resolutions made at the 1985 Conference and is striving to increase the value and realize the full potential of the services and programs that the ministry offers.

Considerations for the Delivery of Health Promotion Initiatives of Recreation Ministries

One of the challenges facing Alberta Recreation and Parks as it becomes more involved in health promotion activities is the delivery of

new programs or established programs that have a new emphasis. It is not alone in its efforts to find effective delivery mechanisms.

Presently, most recreation programs with which the provincial and territorial ministries are involved are delivered in one of four different ways:

1. Direct from the provincial or territorial ministry.
2. Directly through an interagency organization.
3. Indirectly through a municipal recreation department.
4. Indirectly through a provincial association.

As a result, the ministries are becoming less involved with direct program delivery and are relying more on cooperative arrangements that reduce their activity at the detailed operational level. Two potential partners in the promotion of healthy lifestyles through recreation are health agencies and the private sector.

Relationship Between Ministries of Health and Recreation

Although the relationship between recreation and health has been addressed earlier in this paper, issues concerning the relationship between provincial departments of recreation and health also warrant exploration.

In provinces and territories where the ministries of health and recreation are not organizationally connected, a concerted effort is required to develop and maintain a relationship that facilitates the promotion of health through recreation. Some provinces have formally established interdepartmental committees on health promotion, others have ad hoc committees, and others have an informal exchange of information and expertise between staff.

In all but two provinces the department of recreation is directly

concerned with, among other things, fitness. In the two exceptions (British Columbia and Manitoba), fitness is the direct responsibility of the department of health while sport and recreation concerns are under a different ministry. These provinces have different opportunities to maintain close communication between recreation and health agencies, but the challenge of promoting integrated services can sometimes be just as challenging as in other provinces.

Whatever the organization relationship may be, the real successes come from interdepartmental or interdivisional effort. It is this effort that can be extremely rewarding.

It should also be noted in this discussion that very few provincial ministries of health or health care have formally acknowledged the role of recreation in the promotion of health. Such acknowledgement would be very useful in serving as documented justification for the establishment of interdepartmental committees or task forces which would allow for recreation and health proponents to initiate joint ventures. If the potential of recreation as a major vehicle for the promotion of health is to be realized, there needs to be an effective and open working relationship between the ministries of health and recreation.

Relationship with the Private Sector

The Ministers are not alone in their concern for a healthier Canada and for individual well-being and life satisfaction. Many corporations and private organizations have interests in promoting health through recreation. Some of these agencies can play a positive and significant role in health promotion at the provincial and national levels. Wherever possible and appropriate, private sector involvement in the development and delivery of recreation programs should be encouraged and facilitated

by the Ministers.

Such encouragement is more effective when the Ministry staff have developed health-promoting recreation programs that can easily be described in terms of 1) the intended health benefits, 2) the target population, and 3) the behaviour change strategy being employed. This information is particularly useful in matching the objectives of the program with the interests of a potential private sector partner or sponsor.

There is presently a substantial amount of cooperative effort between private organizations and provincial recreation departments in the area of health promotion through recreation. There is potential for more private sponsorship and this potential is worthy of exploration by each of the Ministers in his own province.

Conclusion

This paper has served to review the directions established by the Ministers Responsible for Sport and Recreation at their 1985 Conference. The resolutions that were passed will take several years to fully implement and it is, therefore, not the intention of this paper to add to the list of commitments already made. Rather, it is most important at this time to reflect upon the accomplishments to date and to consolidate the Ministers' commitment to actively promote appropriate lifestyle alternatives through recreation.

Such a commitment, however, requires that the Provincial Ministers responsible for sport and recreation consider several important questions which arise from the foregoing discussion. For example, the suggestion that recreation programs should have clearly defined health related

objectives emphasizes the need for individuals involved in the development and delivery of programs to have some expertise and/or experience in health promotion. What can the Ministers do to facilitate the development of that expertise in their staff and other key individuals in the delivery system?

The Ministers agree that employee fitness initiatives should be promoted and supported, but to what extent and by whom? Does the Minister responsible for sport and recreation have an implied or expressed responsibility for taking the lead and actively promoting healthy lifestyles for Ministry and other government department personnel?

The Ministers agreed in 1985 to continue present efforts in supporting and developing the recreation infrastructure, and to consider strategies for increasing and enhancing individual recreation participation. How can limited Ministry or corporate partnership resources be directed to the development of the individual without adversely affecting the work already being done for the development of the recreation infrastructure?

Several strategies that were considered for the development of the individual involved somehow affecting the attitudes and beliefs of the individuals concerned. Are provincial sport and recreation ministries justified in employing persuasive or power strategies to influence individual recreation behaviour?

There are presently no direct measurements of the health benefits that are or could be realized by participation in recreation programs. Should an instrument that can facilitate such measurement be developed for use by all provinces and territories? What existing instruments could be used for the evaluation of the health promotion potential of programs and services, and could any of them be used by all provinces and territories to facilitate the exchange of ideas and information about successful program

initiatives?

It is recognized that life satisfaction and well-being involves physical, psychological, spiritual and social health. Are the Ministers limited to providing programs and services that contribute primarily to physical health? How much attention should be given by the Ministers to the other aspects of healthy living and what kinds of interagency cooperation will be required to effectively promote health through recreation?

Response to these and associated questions will necessitate serious discussion which will result in the clarification of viewpoints and commitments related to provincial and territorial initiatives in the promotion of health. By dedicating efforts and resources to a careful study of the relationship between recreation behaviour and health, the provincial and territorial Ministers responsible for sport and recreation have demonstrated leadership in preserving and enhancing the quality of life that is available to all Canadians. Future efforts resulting from their commitment will contribute significantly to the realization of recreation as a major vehicle for the promotion of health.

Appendix

HealthCheck - Program Description

HealthCheck is a computer software package developed by the Leisure Lifestyle Development Section of Alberta Recreation and Parks. It is an instrument that is designed to assist in the analysis of recreation programs as potential vehicles for the promotion of healthy lifestyles. The package is relatively simple to use and can be applied to the individual circumstances of provincial, regional and community recreation agencies.

HealthCheck analyzes information about a particular recreation program or set of programs and then describes it in terms of 1) the health benefit it promotes, 2) the targeted program participants, and 3) the behaviour change strategy that it employs. For example, a late evening basketball league program may be described by **Healthcheck** as follows:

Analysis of *Commercial Basketball*

- A. This program or set of programs* has *medium* potential for promoting social health. The potential for promoting psychological health is *low* and it is *not* likely that spiritual health benefits will be promoted through participation in this program or set of programs. The potential for the realization of physical health benefits is *high*.
- B. The program or set of programs permit participation by *only certain target populations. These are:*
 - Males*
 - Urban residents*
 - Young adults*

The opportunities for participation are not as high for

Females

Lower income people

Participation in the program or set of programs is well suited to *affiliated groups or teams*.

- c. Behaviour change strategies that are most often employed in your efforts to promote participation in this/these or related programs are described as *educative strategies (where relatively unbiased information is presented and the individual evaluates its personal value)* and *competency development strategies (where emphasis is on providing skills that can expand or facilitate participation choices)*.

* **HealthCheck** can also be asked to provide an analysis of the full range of programs that are recorded in its memory.

Such analyses assist the recreation agency to determine whether or not it is reaching the intended target populations and achieving the desired results in an appropriate way.

Program Options

HealthCheck is a versatile package that facilitates the analysis of specific recreation programs or of all recreation programs stored in its memory. It is possible to add information about new recreation programs and also to edit or delete information already recorded. The analyses may

be viewed on the monitor screen or printed on paper.

Input

The information required to complete a *HealthCheck* analysis is received through response to 48 statements that are presented to the user (i.e. the person sitting at the computer). For example, one such statement is:

"For this recreation program, opportunities are provided for the development and use of problem solving skills".

The user responds to each statement by selecting 1) not at all, 2) only slightly, 3) quite a bit, or 4) mostly.

Output

HealthCheck can provide a screen image or printed report of the analysis. The analysis may be for one particular recreation program or for the full set of programs that an agency offers. An analysis of the set of programs would be most useful in assessing the overall direction and program emphasis of the recreation agency, and an analysis of a particular program would help in the evaluation of that program with respect to its potential as a promoter of healthy lifestyles.

Some Extended Uses

HealthCheck analyzes all recreation programs using the same criteria and, when used by more than one recreation agency, it is possible to compare the results of analyses and identify areas of common success or concern. When *HealthCheck*'s analysis points to an area of particular concern for one agency, other agencies can use *HealthCheck* to identify

their successful programs that might be shared to help in overcoming that concern. It thereby facilitates the exchange of information and experience-based learning between agencies with allied interests in promoting healthy lifestyles through recreation.

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RÉUNION PROVINCIALE-TERRITORIALE DES SOUS-MINISTRES
RESPONSABLES DU SPORT ET DES LOISIRS

Stratégies de promotion de la santé
par les loisirs

Alberta



Calgary (Alberta)
Le 10 septembre 1986

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STRATÉGIES DE PROMOTION DE LA SANTÉ PAR LES LOISIRS

-Document d'information à l'intention des ministres-

Document présenté à la
Conférence des ministres interprovinciaux
responsables du sport et des loisirs
tenue en 1986

Rédigé par l'Alberta

Octobre 1986

STRATÉGIES DE PROMOTION DE LA SANTÉ PAR LES LOISIRS

Contexte

Les Canadiens pourraient être en meilleure santé qu'ils ne le sont. Les ministres provinciaux et territoriaux responsables du sport et des loisirs sont en mesure de contribuer grandement à concrétiser cette possibilité.

La recherche a démontré que trois quarts des maladies découlent de l'environnement et des modes de vie choisis et qu'il est donc possible de les éviter. Il a également été prouvé que le modèle de comportement en matière de loisirs est un élément important du mode de vie et que les loisirs peuvent constituer un facteur fondamental de promotion de la santé.

Engagement ministériel envers la promotion de la santé par les loisirs

À la conférence des ministres interprovinciaux responsables du sport et des loisirs tenue en 1985, les ministres ont résolu de participer directement à la promotion de la santé et à la préparation de l'avenir de la société canadienne. Les résolutions précises prises à cette conférence ont donné plus de poids à des activités actuelles de promotion de la santé et ont inspiré d'autres projets.

Le besoin de stratégies provinciales

Les réactions des ministres aux résolutions de la conférence de 1985 représentent la première étape de l'élaboration de stratégies provinciales de promotion de la santé par les loisirs. De telles stratégies sont indispensables à une mise en oeuvre efficace des programmes et services. Des stratégies furent conçues en fonction de la mise en place d'une infrastructure de loisirs et d'autres seront nécessaires pour sensibiliser les individus, leur faire adopter des attitudes et acquérir des aptitudes propices à un mode de vie salubre et satisfaisant.

Les principes sur lesquels doit reposer l'élaboration de la stratégie

Les stratégies de promotion de la santé par la participation individuelle à des loisirs reposent sur les trois principes fondamentaux suivants :

1. Il faut ériger en objectif du programme un avantage précis touchant la santé. Cet avantage peut être d'ordre physique, psychologique, spirituel ou social.
2. Il faut diriger les programmes et services vers un groupe défini de la population.
3. Il faut employer des stratégies appropriées pour modifier le comportement. La pertinence des stratégies en fonction de la cible, de l'objectif et du rôle de l'organisme de prestation. Ces stratégies peuvent faire appel à l'éducation, à la persuasion, au développement des compétences, à la coercition ou à la facilitation.

La diffusion de programmes de promotion de la santé par les loisirs

Les ministres ont la possibilité d'offrir directement, ou en collaboration avec des organismes ou des sociétés, des programmes de loisirs favorisant des modes de vie salutaires. Les organismes de santé publique et le secteur privé sont deux partenaires qui pourraient participer à la démarche.

Des rapports satisfaisants et une collaboration devront s'établir entre les ministères de la Santé et des Loisirs si l'on veut vraiment exploiter les loisirs comme important facteur de promotion de la santé. On est en mesure d'obtenir plus aisément une participation du secteur privé lorsque le personnel d'un ministère a élaboré des projets de mise en valeur de la santé par les loisirs dont il est facile de définir (1) les avantages prévus en matière de santé, (2) le groupe cible visé, et (3) les stratégies de modification du comportement auxquelles on prévoit recourir.

Questions à débattre

À ce stade-ci, il est important que les ministres se penchent sur les progrès accomplis jusqu'à présent et qu'ils confirment leur détermination à prôner activement d'autres modes de vie convenables axées sur les loisirs. À cette fin, ils devront réfléchir à plusieurs aspects fondamentaux.

1. Comment les ressources limitées issues du ministère ou de l'association avec le secteur des affaires peuvent-elles servir à améliorer la sensibilisation, les connaissances, les convictions, les attitudes et les aptitudes de l'individu de manière à lui permettre de chercher et d'éprouver les avantages sur le plan de la santé qui découlent d'une participation réelle aux loisirs sans, du même coup, nuire aux travaux déjà effectués sur le plan de la mise en place d'une infrastructure de loisirs?

2. Doit-on mettre au point un instrument dont se serviront toutes les provinces et territoires pour faciliter l'évaluation des incidences bénéfiques des loisirs sur la santé? Quels instruments concrets peut-on employer pour jauger l'utilité potentielle des programmes et des services aux fins de la promotion de la santé? Toutes les provinces et les territoires peuvent-ils se servir de certains de ces instruments pour faciliter l'échange d'idées et de renseignements concernant les programmes qui ont obtenu un succès?

3. Les ministres doivent-ils se contenter de mettre en valeur et de fournir les programmes et services qui favorisent d'abord et avant tout la santé physique? Quelle attention les ministres doivent-ils accorder à d'autres aspects de modes de vie salutaires et quel genre de collaboration faudrait-il établir entre les organismes de manière à promouvoir efficacement la santé par les loisirs?

4. Quelles sont les stratégies de modification du comportement qui donnent les meilleurs résultats, qui conviennent le mieux (l'éducation, la persuasion, le développement des compétences, la coercition, la facilitation) et que les ministères provinciaux et territoriaux du Sport et des Loisirs peuvent employer pour faciliter l'adoption, par les individus, de comportements sains en matière de loisirs?

5. Qui doit promouvoir soutenir et fournir les programmes de condition physique des employés et dans quelle mesure? Plus précisément, incombe-t-il implicitement ou directement au ministre responsable du sport et des loisirs de jouer le rôle de chef de file et de favoriser directement des modes de vie salutaires dans son propre ministère et dans d'autres ministères?

6. Qu'est-ce que les ministres peuvent faire pour faciliter l'acquisition d'une compétence en matière de modes de vie au sein de leur équipe et chez d'autres personnes clés à l'intérieur du système de mise en oeuvre?

La discussion à laquelle l'étude de ces questions donnera lieu mettra en relief les positions et engagements que traduisent les interventions provinciales et territoriales en matière de promotion de la santé. Les efforts futurs dans la foulée de ces engagements contribueront grandement à faire en sorte que les loisirs deviennent un facteur important pour la mise en valeur de modes de vie salutaires et le bien-être des Canadiens.

Résolution

Attendu que : les résolutions adoptées par les ministres à leur conférence de 1985 sont toujours valables aux niveaux provincial et territorial, et

Attendu que : les ministres continuent de mettre de l'avant des principes et des stratégies qui contribuent à faire des loisirs un facteur important de promotion de la santé,

Par conséquent, il est résolu que :

les ministres poursuivent l'élaboration de stratégies provinciales et territoriales globales de mise en valeur de la santé par les loisirs.

STRATÉGIES DE PROMOTION DE LA SANTÉ PAR LES LOISIRS

-Sommaire-

Document présenté à la
Conférence des ministres interprovinciaux
responsables du sport et des loisirs
tenue en 1986

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STRATÉGIES DE PROMOTION DE LA SANTÉ PAR LES LOISIRS

Introduction

La santé et le bien-être constituent un objectif réaliste au Canada parce que la qualité de la vie des citoyens ce pays est supérieure à celle qui fait l'objet des plus grands espoirs d'une grande partie de la population du globe. Le dévouement et la concertation des individus et des familles ainsi que des organismes dont le mandat consiste à protéger et, au besoin, à améliorer la qualité de la vie permettraient d'atteindre cet objectif.

La recherche a démontré que les Canadiens pourraient être en meilleur santé qu'ils ne le sont. Environ trois quarts des maladies découlent de l'environnement et des modes de vie choisis. Par conséquent, elles pourraient être évitées. La promotion de modes de vie et de comportements salutaires en matière de loisirs contribuera à exploiter la possibilité d'un meilleur état de santé.

Au cours de la Conférence des ministres interprovinciaux responsable du sport et des loisirs tenue en 1985, ces ministres ont résolu de participer directement à la promotion de la santé et à la préparation de l'avenir de la société canadienne.

Objet du présent document

L'objet du présent document consiste à revoir les résolutions adoptées par les ministres en 1985, à examiner les mesures prises en vertu de ces résolutions et à discuter de plusieurs principes importants sur lesquels reposent les efforts constants des ministres en matière d'élaboration de stratégies visant à promouvoir la santé par les loisirs. Le document se penche également sur les rapports entre les ministères provinciaux et territoriaux des Loisirs et les ministères provinciaux et territoriaux de la Santé ainsi que sur les possibilités de participation du secteur privé à la mise en valeur de modes de vie salutaires.

Résolutions ministérielles et mesures

Les résolutions adoptées par les ministres à la Conférence des ministres interprovinciaux responsables du sport et des loisirs tenue en 1985 ont donné plus de poids à de nombreuses interventions en matière de promotion de la santé et en ont inspiré d'autres. Nous résumons maintenant les mesures prises par les ministres dans l'esprit des résolutions adoptées l'an dernier :

1. Il a été résolu que les ministres reconnaissent que les loisirs peuvent être un facteur important d'amélioration de la santé et de la satisfaction des Canadiens.
Plus ou moins concrètement et officiellement, les ministres ont reconnu l'importance des loisirs pour la mise en valeur de modes de vie salutaires. Des énoncés de principes révisés, de nouvelles politiques et la mise en

place de structures ont confirmé l'intérêt des ministres dans le secteur en question.

2. Les ministres ont également résolu de tenter d'instaurer des mesures dans un certain nombre de domaines afin de concrétiser le principe des loisirs comme facteur important de la promotion de la santé.

Les objectifs de promotion de la santé ont servi de fondements à d'importants programmes. Il s'est écoulé trop peu de temps depuis la conférence de 1985 pour que les ministres puissent élaborer et lancer de nouveaux programmes et services, mais plusieurs programmes et services sont rendus à un stade de planification avancé.

3. Les ministres ont convenu de préconiser la tenue d'enquêtes continues sur les rapports entre les loisirs, la santé et les modes de vie, fondées sur des indices fiables d'évaluation des loisirs et de la santé.

Toutes les provinces et les territoires ont fait état de la nécessité d'indices fiables d'évaluation des loisirs et de la santé. À l'heure actuelle, aucun ministère ne rattache directement ses programmes de loisirs à des avantages mesurables en matière de santé et aux frais de soins de santé.

4. Il a également été décidé que les ministres préconiseront une meilleure collaboration entre le secteur des loisirs, celui des soins de santé et les autres secteurs en vue d'élaborer un programme national ou provincial, ou les deux, de promotion de la santé.

Les rapports accrus entre les ministères provinciaux des Loisirs et de la Santé ont poussé certains d'entre eux à considérer certaines formes d'efforts conjoints de mise en valeur. Il est encore trop tôt pour déceler des manifestations concrètes de collaboration de ministères provinciaux des Loisirs à l'élaboration d'une campagne nationale de promotion des effets bénéfiques des loisirs sur la santé. Toutefois, certaines provinces ont obtenu un certain succès sur leur propre territoire en matière de mise en valeur de modes de vie salutaires.

5. Il a également été convenu que les ministres examineront la possibilité de mettre sur pied des mesures visant à accroître l'intégration des activités des divers organismes oeuvrant dans les secteurs de la santé, tant au sein d'un même gouvernement qu'entre les divers gouvernements.

Plusieurs ministres ont rencontré des collègues afin d'échanger des renseignements touchant les efforts de la promotion de la santé et d'établir une coordination dans ce secteur. Certains progrès furent accomplis en ce qui a

trait à la définition de la position des ministères responsables du sport et des loisirs en matière de la mise en valeur de modes de vie salutaires.

6. Les ministres ont résolu de s'employer activement à faire élaborer un programme intégré fondé sur la collaboration entre les secteurs de l'éducation et des loisirs et visant à promouvoir chez les jeunes du Canada, l'acquisition d'attitudes, d'aptitudes et de connaissances positives dans le secteur des loisirs.

Depuis la conférence de 1985, des progrès considérables ont été accomplis sur le plan des possibilités laissées aux ministères responsables des loisirs de revoir la teneur des lignes directrices des programmes scolaires et l'ampleur des ressources qui y sont consacrées ainsi que d'y contribuer. L'enseignement relatif aux loisirs ainsi que d'autres programmes orientés vers les jeunes qui diffusent des principes et des aptitudes propices à l'amélioration du style de vie suscitent un intérêt accru.

7. Il a également été résolu que les ministres continueront à promouvoir les possibilités de perfectionnement de moniteurs qualifiés dans le secteur des loisirs et du conditionnement physique.

Tous les ministres provinciaux et territoriaux versent actuellement des subventions au titre du perfectionnement des moniteurs de conditionnement physique ou font en sorte que des possibilités soient offertes dans ce domaine. Les associations professionnelles ou de bénévoles qui touchent habituellement des subventions des ministères responsables des loisirs favorisent l'animation dans le secteur des loisirs.

8. Les ministres ont également résolu de continuer à encourager les organismes publics et privés à élaborer des programmes de conditionnement physique et de mode de vie pour leurs employés.

Une seule province appuie directement la participation de ses employés à des activités liées à la condition physique et au mode de vie, mais de nombreux ministères encouragent une telle participation d'autres manières et étendent cet encouragement à des employés d'autres ministères et du secteur privé.

Élaboration des principes sur lesquels repose la stratégie

Les réactions des ministres aux résolutions de la conférence de 1985 constituent la première étape de l'élaboration de stratégies provinciales globales de promotion de la santé par les loisirs. Les programmes et services futurs qui feront partie intégrante de ces stratégies doivent s'inspirer de principes et de méthodes d'élaboration de programmes éprouvés en matière d'amélioration du mode de vie.

Le choix de l'objectif

Eu égard à l'intérêt immédiat et à long terme des ministres dans le secteur de la promotion de la santé, on peu dire que l'objectif consiste simplement à préciser les incidences bénéfiques recherchées sur la santé. Ces dernières sont des réponses à des besoins définis qui peuvent être d'ordre physique, psychologique, spirituel ou social.

Avantages sur le plan de la santé physique. Il s'agit des réponses aux besoins qui ont trait au fonctionnement et au conditionnement du corps et à ses systèmes physiques.

Avantages sur le plan de la santé psychologique. Il s'agit des réponses aux besoins qui ont trait à la condition mentale, affective et intellectuelle d'une personne.

Avantages sur le plan de la santé spirituelle. Il s'agit des réponses aux besoins qui ont trait aux valeurs et à la conscience d'un individu.

Avantages sur le plan de la santé sociale. Il s'agit des réponses aux besoins qui se rapportent à la capacité d'un individu d'entretenir des rapports sociaux, d'accepter ses responsabilités de citoyen et de s'adapter aux pressions et aux conflits sociaux.

Toute incitation à un comportement en matière de loisirs ou toute intervention dans ce domaine doit viser un objectif précis. L'objectif global pourra être de favoriser des modes de vie salutaires, mais l'élaboration de programmes satisfaisants exige que soit précisés davantage les objectifs en termes de bienfaits précis rechercher sur le plan de la santé.

Cibles

La recherche portant sur la commercialisation a révélé que les stratégies de loisirs mettant en valeur des modes de vie salutaires sont plus efficaces lorsqu'elles sont conçues en fonction de cibles très précises. Les décisions touchant les méthodes de mise en oeuvre des programmes, les normes de participation ainsi que les attentes, le prix, la mise en valeur et l'évaluation du programme se répercuteront sur le choix de cibles qui aura lui aussi une incidence sur ces décisions.

Mise au point de stratégies visant à modifier le comportement

Lorsque l'effet voulu sur la santé et les bénéficiaires visés sont définis, il est temps de songer à une méthode pour favoriser les comportements qui donneront les résultats escomptés dans le secteur de la santé. Deux démarches générales peuvent servir à encourager des activités récréatives salutaires. La

première prend la forme d'une "élaboration de l'infrastructure des loisirs" et elle consiste à faciliter la participation aux loisirs en fournissant des installations des programmes et des services. L'autre démarche générale peut être décrite comme "l'épanouissement de l'individu". Elle comporte une sensibilisation accrue aux loisirs ainsi qu'une amélioration des connaissances, des convictions, des attitudes et des aptitudes permettant à l'individu de chercher, de reconnaître et d'éprouver les avantages sur le plan de la santé qui découlent d'une participation active à des loisirs.

Les ministres ont convenu de poursuivre les efforts actuels de soutien à l'infrastructure de loisirs et l'élargissement de cette dernière ainsi que d'examiner des stratégies visant à modifier le comportement des individus. Les cinq stratégies précises sont les suivantes :

1. Les stratégies d'éducation vise à inciter l'individu à adopter un comportement positif et à rejeter un comportement négatif face aux loisirs grâce à une présentation relativement impartiale de renseignements sur le sujet.
2. Les stratégies de persuasion tentent de favoriser l'intégration d'une ou de plusieurs formes de comportement récréatif au style de vie en présentant un message qui, par son thème et par sa structure, est objectivement ou subjectivement partial.
3. Les stratégies de développement des compétences ont pour objectif d'aider les individus à acquérir des compétences et des aptitudes personnelles et à contrôler leur comportement afin de leur permettre d'adopter et de maintenir une ou plusieurs formes de comportement récréatif.

4. Les stratégies de coercition sont caractérisées par la mise en application des exigences d'une autorité puissante ou influente.
5. Les stratégies de facilitation ne s'adressent pas directement à l'individu, mais visent plutôt à améliorer l'environnement, y compris le système récréatif.

Analyse des programmes provinciaux déjà en vigueur

Une analyse à caractère non officiel des principaux programmes provinciaux et territoriaux a été effectuée dans l'optique des observations antérieures sur les stratégies visant à modifier le comportement des individus à l'égard des loisirs. Ces observations sont volontairement très générales, mais elles donnent une bonne idée de la manière dont les ministres s'y prennent à l'heure actuelle pour mettre en valeur la santé par les loisirs. En se fondant sur les résultats de l'analyse, on en est venu aux conclusions suivantes :

1. La plupart des programmes des ministères provinciaux et territoriaux responsables du sport et des loisirs mettent l'accent sur les avantages de la santé physique et relativement peu accordent la priorité à la promotion de la santé psychologique, spirituelle ou sociale.
2. Certains programmes et services des ministères provinciaux et territoriaux sont conçus en fonction de cibles, mais un grand nombre ne le sont pas.
3. Les stratégies de modification du comportement auxquelles les provinces et les territoires ont le plus souvent recours touchent la facilitation et l'éducation.

Examen des efforts de promotion de la santé d'un ministre

À la suite d'une analyse des programmes et services de loisirs fournis par son ministère, le ministre de Loisirs et Parcs Alberta a lancé plusieurs projets qui traduisent davantage l'engagement pris par tous les ministres à la conférence de 1986.

1. Le ministre a créé une Section de l'amélioration du mode de vie en l'axant sur les loisirs afin de susciter, parmi les Albertains, des attitudes et comportements positifs à l'égard des loisirs et d'améliorer les chances qu'ils adoptent des modes de vie plus sains, plus actifs et plus satisfaisants.
2. Le ministre s'est réuni avec ses collègues et leur a fait part de l'importance qu'il accorde à la promotion de la santé. Il en a résulté des rapports plus étroits avec le ministère de l'Éducation et plusieurs organismes et ministères représentés au sein du comité interministériel de mise en valeur de la santé.
3. Les énoncés de principes proposés, les programmes améliorés et les nouvelles ressources consacrées à l'éducation et à la gestion reflètent la détermination du ministre de contribuer dans une importante mesure à la promotion de styles de vie salutaires.

Toutefois, l'Alberta, comme la plupart des autres provinces et territoires, n'en est qu'aux premiers stades d'intervention en matière de mise en valeur de la santé. Le ministère a accepté de relever le défi de se conformer aux résolutions de la conférence des ministres de 1985 et il s'efforce d'exploiter au maximum les services et programmes offerts par le ministère et d'en obtenir les meilleurs résultats possibles.

Considérations se rapportant à la mise en oeuvre de
projets de promotion de la santé par des ministères des Loisirs

Les ministres ont la possibilité d'offrir directement, ou en collaboration avec des organismes ou des sociétés, des programmes de loisirs qui favorisent des modes de vie salutaires. Les organismes de santé publique et le secteur privé sont deux partenaires qui pourraient participer à la démarche.

Rapports entre les ministères de la Santé et les ministères des
Loisirs

Des rapports satisfaisants et une collaboration devront s'établir entre les ministères de la Santé et des Loisirs si l'on veut vraiment exploiter les loisirs comme important facteur de promotion de la santé. Dans les provinces et territoires où ces ministères sont des entités distinctes, un effort concerté s'imposera pour établir et garder des liens utiles facilitant la promotion de la santé par les loisirs.

Rapports avec le secteur privé

Il serait possible d'élargir le rôle du secteur privé en matière de parrainage et cet aspect mérite d'être étudié par chaque ministre dans sa propre province. Or, on est en mesure d'obtenir plus aisément une participation du secteur privé lorsque le personnel du ministère a élaboré des projets de mise en valeur de la santé par les loisirs dont il est facile de définir (1) les avantages prévus en matière de santé (2) le groupe cible visé et (3) les stratégies de modification de comportement auxquelles on prévoit recourir. Ces renseignements sont tout particulièrement utiles pour faire correspondre les objectifs du programme aux intérêts d'un partenaire ou parrain du secteur privé.

Conclusion

À ce stade ci, il est important que les ministres se penchent sur les progrès accomplis jusqu'à présent et qu'ils confirment leur détermination de prôner activement d'autres modes de vie convenables axés sur les loisirs. À cette fin, ils devront réfléchir à plusieurs aspects fondamentaux.

Ces derniers se rapportent à la nécessité d'un personnel compétent dans le secteur de la promotion de la santé, aux rôles et responsabilités des ministères des Loisirs sur le plan de la mise en valeur de programmes de conditionnement des employés et de l'adoption de modes de vie par ces derniers et sur les moyens pour continuer d'offrir les services de mise en place d'infrastructures tout en élargissant les efforts en vue de l'épanouissement de l'individu. Les ministres doivent également se préoccuper de la pertinence de certaines stratégies de modification du comportement, de l'évaluation des répercussions bénéfiques des loisirs sur la santé et des rapports avec les organismes et organisations qui ont des intérêts connexes.

La discussion à laquelle l'étude de ces questions donnera lieu mettra en relief les positions et engagements que traduisent les interventions provinciales et territoriales en matière de promotion de la santé. Les efforts futurs dans la foulée de ces engagements contribueront grandement à faire en sorte que les loisirs deviennent un facteur important pour la mise en valeur de modes de vie salulaire et le bien-être des Canadiens.

STRATÉGIES DE PROMOTION DE LA SANTÉ
PAR LES LOISIRS

Document présenté
à la Conférence des ministres interprovinciaux
responsables du sport et les loisirs de 1986

Rédigé par l'Alberta

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STRATÉGIES DE PROMOTION DE LA SANTÉ PAR LES LOISIRS

Introduction

La qualité de la vie dont bénéficient actuellement les Canadiens dépasse même les plus grands espoirs de la majorité de la population mondiale. Le Canada est une nation qui jouit d'une grande liberté et d'un sentiment de sécurité. C'est une nation qui a une force et une diversité économiques. De plus, c'est une nation qui possède un riche patrimoine culturel qui sert à renforcer le tissu social, ainsi qu'une nature splendide et une beauté simple dont chacun peut profiter, et où l'ordre social est fondé sur un sens de la justice et de l'honneur fermement ancré. Le Canada est un pays où la poursuite de la vérité, de la connaissance et de la sagesse est fortement encouragée et où la santé et le bien-être sont un but réalisable.

Tous les Canadiens ont donc la possibilité et la responsabilité de protéger et, dans la mesure du possible, d'améliorer la qualité de vie dont nous bénéficions tous. Cette protection et cette amélioration sont nécessaires en raison des nombreuses influences négatives qui peuvent miner le sentiment de sécurité de la population, affaiblir les fondements économiques, culturels et moraux de la nation et priver les particuliers des avantages d'une vie saine. Des efforts sincères et concertés sont nécessaires pour enrayer les effets de ces influences.

La santé est un facteur très important de la qualité de vie sur lequel les promoteurs des loisirs peuvent concerner leurs efforts. Les Canadiens pourraient être plus en santé qu'ils ne le sont. Le fait que ce potentiel ne se soit pas concrétisé peut être directement lié au mode de vie, et par conséquent, aux modèles de comportement en matière de loisirs.

La santé est définie comme étant non seulement l'absence de maladie, mais aussi le bien-être et le bon fonctionnement physique, mental et social des particuliers. Par ailleurs, on a clairement établi les rapports entre la santé, le mode de vie et les loisirs. Il importe toutefois de signaler que les loisirs ne sont qu'un des nombreux facteurs qui influencent le mode de vie et la santé.

La recherche a démontré que seulement un quart de toutes les maladies sont causées par la biologie fondamentale de l'homme et par sa composition organique. Les autres problèmes de santé découlent de l'environnement et des modes de vie et, par conséquent, ils pourraient être évités. La majorité des problèmes de santé dans cette dernière catégorie provient de l'incapacité des gens de subir les tensions et les exigences physiques d'un monde en évolution constante et d'un milieu social de plus en plus complexe. Par conséquent, on ne peut séparer la santé de la façon dont les gens vivent leur vie, c'est-à-dire de leurs modes de vie.

Les personnes qui ont des modes de vie salutaires sont celles qui développent un sentiment d'équilibre et de bien-être général et qui peuvent fonctionner dans leur milieu avec le moins de stress possible. Elles ont plus de chance d'éviter les comportements qui entraînent des problèmes de santé que les personnes qui n'ont pas un mode de vie bien équilibré et valorisant. Les loisirs peuvent contribuer grandement à l'équilibre et à la valorisation de la vie d'une personne.

Les loisirs peuvent offrir un moyen de répondre à une variété de besoins qu'il est impossible de satisfaire autrement. Ils constituent un élément important du mode de vie pour les enfants et les adolescents et, comme le travail et les activités familiales, ils constituent un élément important du mode de vie pendant la vie adulte. La recherche a démontré qu'il existe des liens étroits entre les loisirs et le bien-être psychologique.

Les liens entre les loisirs et le bien-être social et spirituel sont également bien documentés, et l'influence positive des loisirs sur la santé physique est reconnue.

(tableau)

1. Causes de maladie
2. Imputables à la composition organique
3. (on ne peut les éviter)
4. Imputables au mode de vie
5. (on peut les éviter)

À la conférence interprovinciale des ministres responsables des sports et des loisirs de 1985, les ministres ont étudié attentivement la question des loisirs comme facteur important de promotion de la santé. Ils ont résolu de participer activement à la mise en valeur de la santé et à l'élaboration de l'avenir de la société canadienne. Au cours des mois qui ont suivi la conférence, ils ont concrétisé leur engagement de nombreuses manières.

Objet du présent document

L'objet du présent document consiste à revoir les résolutions adoptées par les ministres en 1985, à examiner les mesures prises en vertu de ces résolutions et à discuter de plusieurs principes importants sur lesquels reposent les efforts constants des ministres en matière d'élaboration de stratégies visant à promouvoir la santé par les loisirs. Le document se penche également sur les rapports entre les ministères provinciaux des Loisirs et les ministères provinciaux de la Santé ainsi que sur les possibilités de participation du secteur privé à la mise en valeur de modes de vie salutaires.

Engagement ministériel envers la promotion
de la santé par les loisirs

À la Conférence interprovinciale des ministres responsables du sport et des loisirs, tenue en 1985, les ministres ont convenu de :

1. reconnaître que les loisirs peuvent être un facteur important d'amélioration de la santé et de satisfaction pour les Canadiens;
2. tenter d'instaurer des mesures dans un certain nombre de domaines afin de concrétiser le principe des loisirs comme facteur important de promotion de la santé;
3. préconiser la tenue d'enquêtes continues sur les rapports entre les loisirs, la santé et les modes de vie, fondées sur des indices fiables d'évaluation des loisirs et de la santé;
4. préconiser une meilleure collaboration entre le secteur des loisirs et celui des soins de santé et les autres secteurs en vue d'élaborer un programme national ou provincial, ou les deux, de promotion de la santé;
5. examiner la possibilité de mettre sur pied des mesures visant à accroître l'intégration des activités des divers organismes oeuvrant dans les secteurs de la santé, tant au sein d'un même gouvernement qu'entre les divers gouvernements;
6. s'employer activement à faire élaborer un programme intégré fondé sur la collaboration entre les secteurs de l'éducation et des loisirs et visant à promouvoir chez les jeunes du Canada l'acquisition d'attitudes, d'aptitudes et de connaissances positives dans le secteur des loisirs;
7. continuer à promouvoir les possibilités de perfectionnement de moniteurs qualifiés dans le secteur des loisirs et du conditionnement physique, et
8. continuer à encourager les organismes publics et privés à élaborer des programmes de conditionnement physique et de modes de vie pour leurs employés.

Soulignons qu'antérieurement à la conférence de 1985, de nombreux ministères participaient déjà à la promotion de modes de vie salutaires et se conformaient à certaines résolutions des ministres. Le grand nombre de mesures prises depuis la fin de la conférence en question traduit également l'engagement des ministres à l'égard des résolutions.

Principales interventions ministérielles en matière de promotion de la santé par les loisirs

Même si relativement peu de temps s'est écoulé entre la présentation des résolutions des ministres sous forme concrète et la rédaction du présent document, la poursuite d'interventions antérieures et le lancement de nouveaux projets et orientations par les ministres illustrent l'importance accrue que les provinces et territoires accordent aux loisirs comme facteur important de promotion de la santé. Par exemple :

1. Plusieurs provinces ont officiellement reconnu que les loisirs constituent un facteur important de promotion de la santé.

Dans sa déclaration de principe, le ministère des Loisirs et des Parcs de l'Alberta précise que les loisirs constituent un moyen important d'améliorer la qualité de la vie des Albertains et que la participation à des expériences de loisirs contribue au bien-être psychologique, social et physique d'une personne.

Le ministère du Tourisme et des Loisirs de l'Ontario signale dans sa politique relative aux sports et à la condition physique que les loisirs permettent à la population de l'Ontario d'améliorer sa croissance personnelle et son bien-être.

Le territoire du Yukon, les Territoires du Nord-Ouest et l'Île-du-Prince-Édouard ont également adopté comme position officielle que les loisirs contribuent à la qualité de la vie et, dans sa **Recreation Reference Series**, la Nouvelle-Écosse a fait état des avantages que la participation aux loisirs peut apporter sur le plan de la santé.

L'énoncé de mission de Culture, Patrimoine et Loisirs du Manitoba laisse clairement entendre qu'il existe un lien étroit entre les loisirs et la santé et ajoute que ce ministère favorisera la prestation de programmes du ministère de la Santé du Manitoba au niveau régional.

En Colombie-Britannique, bien qu'aucune déclaration ne reconnaisse la valeur des loisirs comme facteur important de la promotion de la santé, le simple fait de faire relever la condition physique du ministère de la Santé témoigne du lien étroit entre la condition physique et la santé.

La Saskatchewan affirme sans ambiguïté qu'on peut améliorer la qualité de la vie en permettant aux gens de retirer tous les avantages culturels, sanitaires et sociaux résultant de l'établissement et de la promotion d'activités et de ressources à des fins sportives et culturelles.

Plus ou moins concrètement et officiellement, les ministres ont reconnu que les loisirs peuvent être un facteur important d'amélioration de la santé et de la satisfaction des Canadiens. Cette reconnaissance de la contribution des loisirs à des modes de vie sanitaires est indispensable et des progrès constants dans cette voie seront accomplis lorsque les priorités en matière de planification et les crédits seront adaptés de manière à ce qu'on puisse mettre davantage l'accent sur les rapports entre les loisirs et de la santé.

2. Les objectifs de promotion de la santé ont servi de fondements à d'importants programmes. Il s'est écoulé trop peu de temps depuis la conférence de 1985 pour que les ministres puissent élaborer et lancer de nouveaux programmes et services, mais certains programmes actuels illustrent le genre d'interventions qui contribuera à faire des loisirs un facteur important de promotion de la santé.

Au Yukon, une série d'événements spéciaux qui ont lieu durant la semaine du carnaval mettent en relief la participation à des activités récréatives destinées à modifier les modes de vie de façon à améliorer la santé.

Toutes les provinces et les territoires participent activement à la coordination et à la promotion du programme de la Semaine nationale de l'activité physique dont le but est d'accroître, à l'échelle nationale, le degré de sensibilisation au besoin et à la valeur d'une activité physique régulière. La sensibilisation accrue et l'incitation à la participation à des activités physiques qui en résulte ont poussé de nombreux Canadiens qui étaient antérieurement passifs à adopter des modes de vie salutaires.

La plupart des ministères provinciaux des Loisirs collaborent avec des organismes qui favorisent et évaluent la condition physique et ils leur viennent en aide. Ces organismes élargissent en outre le réseau de moniteurs de condition physique dans chaque province et encouragent la recherche scientifique dans les secteurs de la condition physique et des modes de vie.

Tout semble indiquer qu'au fur et à mesure que les ministères provinciaux et territoriaux élaborent de nouveaux programmes de loisirs ou mettent à jour ceux qui existent déjà, les objectifs se rapportant à la santé se voient accorder une plus grande importance en tant qu'éléments essentiels de la conception du programme. Repris à tous les niveaux du programme (c.-à-d., autant par les programmes d'apprentissage que par ceux qui visent l'amélioration de la haute compétition) et dans tous les secteurs d'activité (c.-à-d., sports, loisirs extérieurs, affaires culturelles, condition physique, etc.), ces objectifs contribuent largement à faire des loisirs un facteur important de promotion de la santé.

3. Toutes les provinces et les territoires ont fait état de la nécessité d'indices fiables d'évaluation des loisirs et de la santé. À l'heure actuelle, aucun ministère ne rattache directement ses programmes de loisirs à des avantages mesurables en matière de santé et aux frais de soins de santé.

L'absence d'instruments de mesure scientifiques des effets bénéfiques des services récréatifs sur la santé n'a pas pour conséquence de rendre toute évaluation impossible ou arbitraire. Les incidences des loisirs sur la santé d'un individu sont difficiles mais non impossibles à cerner. Une grande quantité de données à caractère personnel sont toutefois requises puisque le processus exige qu'on établisse un profil de santé individuel et qu'on le rattache au comportement de l'individu en matière de loisirs. Par ailleurs, de vastes échantillonnages représentatifs sont indispensables pour être en mesure de tirer des conclusions générales valables pour l'ensemble de la population ou certains de ses groupes.

Des possibilités de recherches et d'évaluations valables existent déjà dans les provinces ou territoires qui possèdent des dossiers personnels de soins de santé auxquels le ministère a accès et dans lesquelles provinces les programmes et méthodes de collecte de données actuelles facilitent l'élaboration de profils de comportement adaptés en matière des loisirs. Les résultats de ces évaluations seraient d'abord utiles à la province dans laquelle la recherche a été effectuée, mais toutes les provinces et les territoires profiteraient grandement d'un élargissement des connaissances et d'une réaffirmation de la justification des activités du ministère.

4. Les rapports accrus entre les ministères provinciaux des Loisirs et de la Santé ont poussé certaines provinces à considérer sérieusement certaines formes d'efforts de mise en valeur conjoints sur leur propre territoire. Il est encore trop tôt pour déceler des manifestations concrètes d'une participation de ministères provinciaux à l'élaboration d'une campagne nationale de promotion des effets bénéfiques des loisirs sur la santé, mais plusieurs interventions provinciales sont dignes de mention.

L'Ontario a une série de vignettes télévisées, parrainées par le ministère du Tourisme et des Loisirs, dans lesquelles Roland Michener parle de la grande voie vers la santé. Ce message met l'accent sur les répercussions positives des loisirs et de l'activité physique sur la santé et le bien-être. Il contribue à apaiser une préoccupation du ministère en question et du ministère de la Santé.

La collaboration entre les ministères responsables de la santé et des loisirs au Manitoba s'est traduite par la rédaction d'une vaste documentation portant sur la mise en valeur de la santé et des loisirs.

Au Nouveau-Brunswick, le **Programme de sensibilisation à la qualité de la vie** s'intéresse aux aspects physique, culturel, nutritif et social de l'amélioration du mode de vie. Il s'agit d'un programme axé sur l'individu qui regroupe la participation aux loisirs, l'hygiène et la formation sociale dans une formule intégrée de promotion de la santé.

Il faut bien se rendre compte qu'un programme de mise en valeur de la santé ne prend pas nécessairement la forme d'une campagne de publicité faisant appel aux médias. Il peut comporter la participation, des activités de facilitation, un enseignement, la distribution de matériel audiovisuel ou électronique ou encore une réglementation. Les efforts futurs des ministres et de leurs collègues de la santé sur le plan de la mise au point d'une campagne nationale de publicité auraient plus de succès s'ils portaient sur tous les aspects de la promotion de la santé.

5. Depuis la conférence de 1985, plusieurs ministres se sont réunis avec leurs collègues responsables de la santé ou de ministères connexes afin d'examiner des moyens qui déboucheraient sur une plus grande intégration des activités de divers organismes liés au secteur de la santé. Le vidéo intitulé **"Shaping the Future"** produit pour la conférence de 1985 a été utile à plusieurs reprises. Il découle de ces réunions que les ministres responsables du sport et des loisirs ont beaucoup de chemin à faire avant d'atteindre le degré d'intégration voulu.

Les loisirs n'étant qu'un seul des facteurs qui ont une incidence positive sur la santé et la satisfaction dans la vie, il est indispensable que les ministres coordonnent leurs efforts avec ceux de ministères connexes et qu'ils définissent les loisirs comme un facteur important d'amélioration de la santé.

6. De nombreuses activités ont fait appel à la collaboration des systèmes d'enseignement et de loisirs aux fins de l'intégration des programmes et des ressources pédagogiques.

Le gouvernement de la Colombie-Britannique a offert un nouveau cours de niveau secondaire intitulé **"Community Recreation 12"**. Conçu par le ministère de l'Éducation, ce cours est destiné à sensibiliser les étudiants au bénévolat communautaire ainsi qu'aux programmes et services dispensés par les autorités récréatives locales.

En Nouvelle-Écosse, le ministère des Affaires culturelles, des Loisirs et de la Condition physique accorde une aide financière et autre aux conseils scolaires locaux afin qu'ils puissent organiser des camps de plein air et inviter des artistes dans les écoles.

L'Alberta participe activement à un projet interministériel qui a entraîné la mise sur pied d'un programme scolaire communautaire qui est à la fois vaste et intégré. Ce programme met l'accent

sur l'utilisation des installations scolaires par la collectivité, les programmes scolaires traduisant les intérêts de la collectivité, la présence de personnes-ressources de la collectivité dans les écoles et l'orientation des programmes éducatifs vers la recherche de solutions à des problèmes communautaires. Le ministre de l'Éducation et celui des Loisirs et Parcs ont eu des échanges officiels concernant plusieurs secteurs capitaux de collaboration pour l'établissement d'un vaste éventail de possibilités en matière de loisirs et d'hygiène dans toutes les écoles de l'Alberta.

Quatre ministères provinciaux des Loisirs (soit ceux de la Colombie-Britannique, de l'Alberta, de l'Ontario et de la Nouvelle-Écosse) sont maintenant en mesure de revoir les propositions touchant le programme d'enseignement des loisirs et de l'hygiène et participer à leur élaboration. Des progrès considérables ont été accomplis dans ce domaine depuis la conférence de 1985.

Le groupe de travail créé à la conférence de 1985 et chargé d'examiner les interventions fédérales et provinciales dans le domaine de la condition physique des jeunes a favorisé une meilleure compréhension des possibilités de mise en valeur de modes de vie salutaires parmi les jeunes Canadiens en faisant appel à une démarche conjointe des systèmes scolaires et récréatifs. Les résolutions adoptées au Sommet canadien de la condition physique de 1986 ont étayé les efforts ministériels dans le secteur de la condition physique et de la promotion de la santé chez les jeunes.

Les ministères provinciaux et territoriaux du Sport et des Loisirs ont les moyens de promouvoir efficacement, par l'entremise du régime d'enseignement officiel, l'acquisition d'attitudes, d'aptitudes et de connaissances grâce auxquelles les jeunes verront les loisirs d'un oeil positif. Les efforts des ministres ont eu pour conséquence que plusieurs autorités scolaires provinciales ou locales considèrent l'enseignement des loisirs et de modes de vie sains comme un des principaux objectifs du programme scolaire, mais il n'en demeure pas moins qu'une plus grande collaboration pourrait s'établir entre les systèmes éducatifs et récréatifs aux niveaux provincial et local.

7. Élargissement des possibilités de perfectionnement de moniteurs qualifiés de loisirs et de condition physique dans tout le pays.

Le Nouveau-Brunswick, le Manitoba, la Saskatchewan, l'Alberta et la Colombie-Britannique ont mis au point des programmes de certification de moniteurs de condition physique dirigés par des organismes non gouvernementaux. Tous les ministères provinciaux et territoriaux des Loisirs versent actuellement des subventions au titre du perfectionnement des moniteurs de condition physique ou font en sorte que des possibilités soient offertes dans ce domaine.

La plupart des provinces et territoires ont adopté le programme national d'aptitudes à l'intention des cadres bénévoles et l'utilisent pour compléter leurs propres programmes et activités en matière de formation et d'accréditation des moniteurs volontaires dans le secteur des loisirs.

La plupart des ministères provinciaux et territoriaux accordent une aide importante à des associations professionnelles qui s'occupent d'animation communautaire dans le secteur des loisirs.

L'animation dans le domaine de la condition physique au Canada se porte bien et des normes généralement acceptées régissent ou orientent le travail des moniteurs, évaluateurs, entraîneurs et administrateurs. De telles normes permettent d'offrir des possibilités convenables de perfectionnement des moniteurs. Par contre, des associations provinciales ou régionales appuient également à différents degrés l'animation touchant les loisirs et les nombreux employeurs des professionnels et bénévoles dans ce domaine établissent des normes différentes de formation ou de performance. Par conséquent, d'une part, les normes souffrent d'un manque d'uniformité et, d'autre part, il est difficile d'offrir des possibilités de formation satisfaisantes.

Les ministres continuent de favoriser le perfectionnement de moniteurs qualifiés de loisirs et de condition physique, mais ils se tournent habituellement vers les associations provinciales ou nationales pour obtenir des normes en fonction desquelles les possibilités de formation seront évaluées.

8. Les ministères provinciaux et territoriaux manifestent un intérêt croissant à encourager les programmes se rapportant à la condition physique et au mode de vie des employés tant dans le secteur public que privé.

Le ministère de la Santé de la Colombie-Britannique s'est doté d'un programme d'amélioration du mode de vie et de la condition physique des employés qui est reconnu à l'échelle nationale. Toutefois, seul le Québec offre un programme de conditionnement physique des employés, soit au personnel du ministère responsable du sport et des loisirs. Kino-Québec met en valeur la condition physique des employés dans les secteurs public et privé et le ministre a autorisé son personnel à prendre des congés pour participer à des programmes spéciaux analogues à la Semaine nationale de l'activité physique ou le versement de subventions aux fins de l'utilisation d'installations et de programmes de conditionnement physique.

Plusieurs autres ministres du Sport et des Loisirs ont encouragé leur personnel à lancer des programmes autogérés d'amélioration de la condition physique et du mode de vie. Trois ministères ont mis sur pied des programmes permanents de promotion de la condition physique des employés et la plupart des ministères provinciaux et territoriaux des Loisirs participent, soit directement ou comme parrains, au programme Défi à l'entreprise.

La création du groupe de travail interprovincial sur la condition physique des employés est une autre preuve tangible de la volonté réelle des ministres de chercher des moyens adéquats pour améliorer le mode de vie de leurs propres employés et des employés en général. Plusieurs résolutions adoptées au Sommet canadien de la condition physique tenu en 1986 (auquel les ministres avaient

envoyé des représentants) font ressortir l'importance et la nécessité que les gouvernements provinciaux et territoriaux deviennent les chefs de file dans ce domaine.

Faire de la condition physique des employés une priorité des gouvernements provinciaux constituait tout un défi pour les ministres, mais ces derniers semblent bien avoir réussi puisque de nombreuses sociétés d'État connexes fournissent maintenant des installations ou des possibilités de conditionnement physique à leur personnel.

Malgré le peu de temps qui s'est écoulé depuis la Conférence interprovinciale des ministres responsables du sport et des loisirs tenue en 1985, les ministres ont mis en relief de nombreux programmes et services qui s'inscrivent directement dans l'optique des huit résolutions issues de leur discussion portant sur les rapports entre les loisirs et la santé. Même si la plupart des interventions décrites jusqu'à présent ne découlent pas à proprement parlé des résolutions, elles illustrent néanmoins l'aboutissement visé et prévu par les ministres.

Un des résultats escomptés des résolutions consisterait à ce que chaque ministère élabore une stratégie globale de promotion de modes de vie salutaires par les loisirs. Les programmes et services dont nous avons déjà traité sont des exemples d'activités qui pourraient faire partie intégrante d'une telle stratégie.

Élaboration de stratégies de mise en valeur de modes de vie salutaires par les loisirs

L'élaboration et la mise en oeuvre de stratégies de promotion de la santé par les loisirs faciliteraient la mise en application des résolutions des ministres et

contribueraient en fin de compte à la santé et au bien-être des Canadiens. Pour atteindre les objectifs en question, les stratégies devront s'inspirer de principes et de méthodes d'élaboration de programmes éprouvés en matière d'amélioration du mode de vie. Une bonne compréhension de ces principes et méthodes est capitale pour une utilisation satisfaisante des programmes et services récréatifs aux fins de la mise en valeur de modes de vie salutaires.

Le choix de l'objectif

Cet aspect est un des principaux éléments de l'élaboration des programmes qui influent sur les comportements des individus en matière de loisirs et sur leurs modes de vie. Eu égard à l'intérêt immédiat et à long terme des ministres dans le secteur de la promotion de la santé, on peut dire que l'objectif consiste tout simplement à préciser les incidences bénéfiques recherchées sur la santé. Ces dernières sont des réponses à des besoins définis qui peuvent être d'ordre physique, psychologique, spirituel ou social.

Avantages sur le plan de la santé physique. Il s'agit des réponses aux besoins qui ont trait au fonctionnement et au conditionnement du corps et de ses systèmes physiques. Par exemple : la force musculaire, l'endurance cardio-vasculaire, la souplesse.

Avantages sur le plan de la santé psychologique. Il s'agit des réponses aux besoins qui ont trait à la condition mentale, affective et intellectuelle d'une personne. La satisfaction de ces besoins aide l'individu à comprendre le caractère de l'expérience récréative vécue et à supporter la tension psychologique. Une réduction de cette dernière améliore l'état de santé sur les plans physique et social.

Avantages sur le plan de la santé spirituelle. Il s'agit des réponses aux besoins qui ont trait aux valeurs et à la conscience d'un individu. La santé sur le plan spirituel permet à l'individu de concilier son comportement en matière des loisirs, ce qu'il considère comme le bien et ce qu'il estime être la raison de son existence. Il a été démontré que cette capacité de conciliation personnelle contribue grandement à la santé psychologique, physique et sociale.

Avantages sur le plan de la santé sociale. Il s'agit des réponses aux besoins qui se rapportent à la capacité d'un individu d'entretenir des rapports sociaux, d'accepter ses responsabilités de citoyen et de s'adapter aux pressions et aux conflits sociaux. Les besoins sociaux non satisfaits peuvent entraîner des problèmes physiques, psychologiques et spirituels.

Il est important de mentionner que même si un avantage précis sur le plan de la santé est présenté comme le principal objectif d'un programme, il est probable que le programme récréatif aura également des effets bénéfiques dans d'autres secteurs de la santé personnelle.

Toute incitation par les ministres à un comportement quelconque en matière de loisirs ou toute intervention dans ce domaine doit viser un objectif précis. L'objectif global est de favoriser des modes de vie salutaires, mais l'élaboration de programmes satisfaisants exige que soient précisés davantage les objectifs en termes de bienfaits précis recherchés sur le plan de la santé.

Cibles

Un autre aspect important de l'élaboration de programmes des loisirs favorisant des modes de santé salutaires consiste à définir la cible ou les destinataires prévus des avantages découlant du programme. Il faut qu'il soit possible de cerner le groupe cible qui sera habituellement

homogène en ce qui a trait aux besoins généraux en matière de santé et aux modèles de comportement touchant les loisirs.

Les cibles peuvent être établies d'après de nombreux critères (soit l'âge, le sexe, le lieu, la situation socio-économique, le genre d'occupation, l'ampleur de la participation, l'endroit où s'effectue l'activité, le degré de condition physique). Les décisions touchant les méthodes de mise en oeuvre des programmes, les normes de participation ainsi que les attentes, le prix, la mise en valeur et l'évaluation du programme se répercuteront sur le choix de cibles qui aura en retour une incidence sur ces décisions.

La recherche portant sur la commercialisation a révélé que les stratégies de loisirs mettant en valeur des modes de vie salutaires sont plus efficaces lorsqu'elles sont conçues en fonction de cibles très précises. Les démarches visant à satisfaire "tous et chacun" seront à l'occasion couronnées de succès, mais les programmes conçus en fonction de personnes et des groupes précis et qui leur sont effectivement offerts comportent les meilleures garanties de succès.

Mise au point de stratégies visant à modifier le comportement

Lorsque les effets voulus sur la santé et les bénéficiaires visés ont été définis, il est temps de songer à une méthode pour favoriser les comportements qui donneront les résultats escomptés dans le secteur de la santé. On peut recourir à plusieurs stratégies de modification du comportement.

À la conférence de 1985, les ministres sont tombés d'accord sur le fait que deux démarches générales servent à encourager des activités récréatives salutaires. Ils ont décrit la première comme "l'élaboration de l'infrastructure des loisirs" et ont expliqué qu'elle consiste à faciliter la participation aux loisirs en fournissant des installations, des programmes et des services. On a laissé entendre qu'une infrastructure des loisirs favorisant un milieu social, économique et physique qui entraîne des expériences satisfaisantes dans le secteur des loisirs influe positivement sur le comportement individuel et, par conséquent, sur la santé.

L'autre démarche générale décrite par les ministres prend la forme d'un "épanouissement de la personne". Elle comporte une sensibilisation accrue aux loisirs ainsi qu'une amélioration de la sensibilisation, des connaissances, des convictions, des attitudes et des aptitudes permettant à l'individu de chercher, de reconnaître et d'éprouver les avantages sur le plan de la santé qui découlent d'une participation active à des loisirs.

1. L'INDIVIDU
Sensibilisation aux loisirs, connaissances, convictions, attitudes et aptitudes
2. LE COMPORTEMENT EN MATIÈRE DES LOISIRS
3. L'INFRASTRUCTURE DES LOISIRS
Installations, parcs, programmes et services
4. LES RÉPERCUSSIONS DU COMPORTEMENT EN MATIÈRE DE LOISIRS SUR L'INDIVIDU ET LA SOCIÉTÉ (LA SANTÉ SUR LES PLANS ÉCONOMIQUE, SOCIAL, PSYCHOLOGIQUE ET PHYSIQUE)

Les programmes parrainés ou mis en valeur par les ministères provinciaux des Loisirs et qui visent à influencer directement la participation individuelle, tant sur le plan de la quantité que de la forme, à des activités de loisirs ayant pour but de promouvoir la santé n'ont, en règle générale, pas reçu la même attention que celle qui est accordée à la mise en place de l'infrastructure. À leur conférence de 1985, les ministres ont reconnu qu'ils peuvent ou doivent exercer une influence sur le développement de modes de vie et de comportements salutaires dans le domaine des loisirs. Ils ont convenu de poursuivre les efforts actuels de soutien et d'élargissement de l'infrastructure des loisirs et d'examiner des stratégies visant à accroître et à améliorer la participation des individus aux loisirs. Les cinq principales stratégies suivantes de modification du comportement de l'individu furent étudiées :

1. Les stratégies d'éducation visent à inciter l'individu à adopter un comportement positif et à rejeter une attitude négative face aux loisirs grâce à une présentation relativement partielle de renseignements sur le sujet. La sensibilisation de la population et l'acquisition de connaissances devraient justifier l'adoption d'un comportement sain. Ces stratégies supposent que l'individu est un être rationnel capable de discerner les faits et d'adapter son comportement en conséquence. Elles peuvent comprendre le recours aux médias d'information ou encore à des méthodes de communication individuelle ou de groupe.
2. Les stratégies de persuasion tentent de favoriser l'intégration d'une ou de plusieurs formes de comportements récréatifs au mode de vie en présentant un message qui, par son thème et par sa structure, est objectivement ou subjectivement partial. Le message peut transmettre de l'information, mais il est conçu essentiellement pour influencer les croyances, les opinions, les attentes et les attitudes. Ces stratégies peuvent comprendre le recours à la logique, à des exhortations et à des incitations et elles peuvent être fondées sur des appels rationnels ou émotifs.

3. Les stratégies de développement des compétences ont pour objectif d'aider les individus à acquérir des compétences et des aptitudes personnelles et à contrôler leur comportement, afin de leur permettre d'adopter et de maintenir une ou plusieurs formes de comportement récréatif. Au nombre de ces compétences figurent les aptitudes physiques, la capacité de prendre des décisions, de s'affirmer, de faire face à la frustration et aux conflits, et d'évaluer les conséquences du comportement individuel et la qualité des expériences vécues.
4. Les stratégies de coercition sont caractérisées par la mise en application des exigences d'une autorité puissante ou influente. Ce genre de stratégie fait appel à des récompenses pour des actions prescrites ou à des punitions pour l'inaction et sa valeur repose sur sa capacité d'inciter l'individu à obéir. Les stratégies de coercition peuvent toucher directement l'individu ou elles peuvent être utilisées pour modifier le milieu.
5. Les stratégies de facilitation ne s'adressent pas directement à l'individu, mais elles visent plutôt à améliorer l'environnement, y compris le système récréatif. Ces stratégies rendent possible ou plus facile l'adoption ou le maintien par l'individu d'un comportement récréatif positif grâce à des installations, à des services, à des mesures incitatives, à la sécurité économique et au soutien moral, créant ou favorisant ainsi un meilleur climat pour l'adoption d'un comportement récréatif positif.

Les stratégies susmentionnées de modification du comportement en matière des loisirs ne sont pas toutes dirigées vers l'individu. Le schéma ci-dessous illustre les rapports entre les stratégies de modification du comportement et les deux démarches générales dont il a déjà été question :

1. STRATÉGIES DE MODIFICATION DU COMPORTEMENT DES INDIVIDUS EN MATIÈRE DE LOISIRS c'est-à-dire d'éducation, de persuasion, de coercition et de développement des compétences
2. L'INDIVIDU
Sensibilisation aux loisirs, connaissances, convictions, attitudes et aptitudes

3. LE COMPORTEMENT EN MATIÈRE DES LOISIRS
4. L'INFRASTRUCTURE DES LOISIRS
c'est-à-dire installations, parcs, programmes et services
5. LES STRATÉGIES DE MODIFICATION DU COMPORTEMENT EN MATIÈRE DE LOISIRS QUI VISENT L'INFRASTRUCTURE
c'est-à-dire de facilitation (programmes d'aide financière) et de coercition (adoption de dispositions législatives établissant les normes des installations de loisirs)
6. LES RÉPERCUSSIONS DU COMPORTEMENT EN MATIÈRE DE LOISIRS SUR L'INDIVIDU ET LA SOCIÉTÉ (LA SANTÉ SUR LES PLANS ÉCONOMIQUE, SOCIAL, PSYCHOLOGIQUE ET PHYSIQUE)

En cherchant délibérément à intégrer les principes d'élaboration d'une stratégie ci-dessus aux activités de mise en valeur de la santé du ministère, les projets récréatifs des provinces et territoires favoriseraient et faciliteraient des modes de vie salutaires et le bien-être individuel. Les avantages pour l'individu et la société prendront la forme d'un état de santé amélioré, ce qui aura d'importantes conséquences positives sur le plan économique pour les gouvernements des provinces et territoires.

Analyse des programmes provinciaux en vigueur

Une analyse des principaux programmes provinciaux et territoriaux a été effectuée dans l'optique des observations antérieures sur les stratégies visant à modifier le comportement des individus à l'égard des loisirs et nous avons établi un résumé. Ces observations sont volontairement très générales, mais elles donnent une bonne idée de la manière dont les ministres s'y prennent à l'heure actuelle pour mettre en valeur la santé par les loisirs.

1. En règle générale, les loisirs sont considérés comme une activité et plus précisément comme une activité physique comportent le jeu, la créativité et le plaisir. Il est donc tout à fait naturel que

la plupart des programmes des ministères provinciaux et territoriaux responsables du sport et des loisirs mettent l'accent sur les avantages de la santé physique et que relativement peu d'entre eux accordent la priorité à la promotion de la santé psychologique, spirituelle et sociale.

Il faut toutefois se rappeler que n'importe quel programme qui est d'abord conçu en fonction d'avantages sur le plan de la santé physique aura vraisemblablement certains effets bénéfiques dans d'autres secteurs importants de la santé. De fait, il est impossible de songer à seul programme qui n'offrirait qu'un seul type d'avantages et qui serait néanmoins considéré comme un programme de loisirs.

L'importance que les ministères des Loisirs accordent à la santé physique soulève la question des besoins globaux des individus en matière de santé. Les programmes récréatifs traditionnels négligent-ils certains aspects de la santé et du bien-être personnels?

Comme nous l'avons déjà dit, les loisirs peuvent être un facteur important de promotion de la santé physique, psychologique, spirituelle et sociale. Toutefois, ils ne sont pas le seul instrument de mise en valeur de la santé et les ministres des Loisirs ne sont pas les seuls agents auxquels les responsabilités dans ce domaine incombent. Il est fort possible que les programmes de loisirs traditionnels ne répondent pas convenablement aux besoins psychologiques, spirituels et sociaux de certains participants. Toutefois, même si c'était le cas, il n'y a pas lieu de s'alarmer parce que la variété d'expériences éprouvées par l'individu au cours de sa vie lui permet habituellement de satisfaire ces besoins. À ce stade-ci, les autorités qui fournissent les services récréatifs doivent prendre une décision judicieuse concernant les mesures convenables.

La conception même des programmes et d'autres éléments de ces derniers révèlent que les ministères provinciaux et territoriaux des Loisirs s'intéressent d'abord à l'amélioration de la santé physique. Chaque ministre détermine l'importance à accorder à chaque élément en fonction des besoins qu'il perçoit chez ses commettants et des priorités de son gouvernement.

2. La définition des clients et des marchés cibles est un processus de longue haleine qui a rapporté des avantages aux provinces qui l'ont effectué. La plupart des programmes et services des ministères

provinciaux et territoriaux sont conçus en fonction de cibles précises, mais certains ne le sont pas. Il a été dit que plusieurs programmes et services sont destinés à "quiconque les demande" et qu'ils semblent n'avoir été conçus pour aucun groupe bénéficiaire actuel précis. On constate souvent que les "citoyens de la province" sont décrits comme les clients où le groupe visés, mais que ni le programme ni les stratégies de prestation ne comportent un large éventail d'activités adaptées aux divers besoins des citoyens.

Même si un bon nombre de programmes atteignent effectivement des cibles ou des clients précis, il a peut-être lieu de revoir certains d'entre eux afin de déterminer si les cibles sont bien celles qui étaient prévues au départ.

3. Les stratégies de modification du comportement le plus souvent employées par les provinces et les territoires touchent la facilitation et l'éducation. On semble hésiter à imposer des "valeurs gouvernementales" aux citoyens et, par conséquent, les stratégies de persuasion et de coercition sont généralement évitées.

On semble faire uniformément appel aux stratégies de développement des compétences dans tout le pays, mais ce sont plus souvent les organismes communautaires que les ministères qui s'en servent.

Les stratégies de facilitation se rapportent principalement à l'établissement de l'infrastructure tandis que les stratégies d'éducation et de développement des compétences touchent l'épanouissement de l'individu. Il semble que les ministères provinciaux et territoriaux jugent ces stratégies de modification du comportement plus appropriées.

La plupart des activités de développement des compétences des ministères prennent la forme de programmes d'apprentissage et de manifestations ouvertes à la participation populaire (par exemple la Semaine nationale de l'activité physique, les Jeux olympiques juniors de la Banque Royale, les jeux régionaux et les festivals sportifs). Par ailleurs, la plupart des activités éducatives prennent la forme d'ateliers, d'expositions, de conférences, de matériel imprimé et de modules d'élaboration de programmes scolaires.

Précisons que même si les renseignements présentés dans l'analyse susmentionnée sont intéressants et utiles dans une certaine mesure, il ne s'agit que d'une analyse très

générale de l'ensemble des activités provinciales et territoriales de laquelle on ne peut s'inspirer pour recommander des plans d'action précis à chacun des ministres. Il serait utile que chaque ministre effectue une analyse propre à sa province afin de produire des données valables concernant la quantité que la qualité des activités actuelles de mise en valeur de la santé.

Examen d'une intervention ministérielle
dans le domaine de la promotion de la santé

Les réactions d'un ministre provincial à une telle analyse illustrent la valeur d'une étude minutieuse des activités ministérielles en matière de promotion de la santé. Nous avons retenu l'exemple de l'Alberta.

Le ministre des Loisirs et Parcs de l'Alberta a donné comme instruction à ses subalternes d'effectuer un vaste examen de l'organisation de son ministère et de revoir les objectifs à long, à moyen et à court terme en fonction desquels sont conçues les activités de ce ministère. Plusieurs études internes et externes furent commandées. Les conclusions de ces études et des consultations ont entraîné des mesures qui ont une incidence capitale sur la promotion de la santé par les loisirs.

1. La réorganisation de la division du développement des loisirs s'est traduite par la création de la section de l'amélioration du mode de vie. Le projet d'énoncé de mission de ce service met en relief l'engagement du ministre à susciter, parmi les Albertains, des attitudes et comportements positifs à l'égard des loisirs afin d'améliorer les chances qu'ils adoptent des modes de vie plus sains, plus actifs et plus satisfaisants. Créée depuis à peine quelques mois, cette section a établi, avec les organisations locales, régionales, provinciales, nationales et internationales qui partagent sa préoccupation à l'égard de la mise en valeur de modes de vie salutaires et de comportements

satisfaisants en matière de loisirs, un vaste réseau de diffusion des données et du programme. La section a constitué des ressources de promotion de la santé et coordonné plusieurs grandes manifestations axées sur des modes de vie salutaires.

2. Le ministre des Loisirs et Parcs a demandé au ministre de l'Éducation d'autoriser une participation importante de son ministère à l'élaboration du programme scolaire et à l'établissement des ressources du programme. Le ministre de l'Éducation a réagi avec enthousiasme. L'enseignement en matière de loisirs et d'autres activités d'acquisition d'aptitudes favorisant la santé pourront être intégrés au programme scolaire et des liens plus étroits seront établis entre, d'une part, le régime provincial de perfectionnement sportif et, d'autre part, les sports ainsi que l'éducation physique en milieu scolaire.

3. Le Ministre a participé à la création d'un groupe de spécialistes gouvernementaux dans le secteur de l'amélioration du mode de vie et il a favorisé la mise sur pied d'un comité interministériel de mise en valeur de la santé. Ce dernier apportera son précieux concours à tous les ministères et organismes d'État qui cherchent à élargir leurs efforts en matière de promotion de la santé.

4. Peu après la conférence de 1985, le Ministre s'est réuni avec plusieurs de ses collègues afin de leur exposer son point de vue sur la promotion de la santé par les loisirs. La réunion a permis de définir la position du ministre des Loisirs et des Parcs et de paver la voie à des discussions et à des interventions futures.

5. La Fondation des loisirs, des parcs et de la faune (société d'État relevant du ministre des Loisirs et Parcs) a élaboré une série de programmes d'amélioration du mode de vie et elle a fait valoir des arguments justifiant le financement des programmes en puisant dans les recettes de loteries. La Fondation favorise grandement les programmes récréatifs mettant en valeur des modes de vie salutaires.

6. Le projet d'énoncé de principe de Loisirs et Parcs, rédigé sous la direction du Ministre, accordera une grande importance aux possibilités de contribution des loisirs à l'adoption de modes de vie salutaires. Le document en question justifiera toutes les activités du Ministère et se traduira sans aucun doute par une plus grande sensibilisation aux objectifs de promotion de la santé.

7. Afin de favoriser des modes de vie salutaires chez les employés de son ministère et d'autres ministères, le Ministre a demandé qu'on mette au point un projet de conditionnement physique des employés qui serait applicable au sein du Ministère et dans le reste de la fonction publique de l'Alberta. Les efforts déployés par le ministère en matière d'encouragement à la condition physique des employés dans le secteur privé sont déjà considérables et on songe à leur donner plus d'ampleur.

8. Le Ministre a commandé la production d'un programme machine baptisé **HealthCheck** qui facilitera une évaluation détaillée des programmes récréatifs sur le plan de leurs possibilités de contribution à la promotion de la santé. Ce programme est décrit dans l'annexe au présent document et les ministres peuvent se procurer des copies du logiciel en en faisant la demande.

L'Alberta, comme la plupart des autres provinces et territoires, n'en est qu'à ses premières interventions en matière de mise en valeur de la santé. Le ministère a accepté de relever le défi de se conformer aux résolutions de la conférence de 1985 et il s'efforce d'exploiter au maximum les services et programmes qu'il offre et d'en tirer le meilleur parti possible.

Considérations se rapportant à la mise en oeuvre de projets de promotion de la santé des ministères des Loisirs

Un des défis qui doit relever Loisirs et Parcs Alberta au fur et à mesure qu'il accroît sa participation dans le secteur des activités de promotion de la santé consiste à offrir de nouveaux programmes ou des programmes établis traduisant une nouvelle orientation. Toutefois, il n'est pas seul à chercher des mécanismes efficaces de prestation de services.

À l'heure actuelle, la plupart des programmes récréatifs auxquels les ministères provinciaux et territoriaux s'intéressent sont distribués selon l'une des formules suivantes :

1. directement par le ministère provincial ou territorial,
2. directement par l'entremise d'une organisation mixte,
3. indirectement par l'entremise d'un service municipal des loisirs,
4. indirectement par l'entremise d'une association provinciale.

Il en résulte que les ministères s'occupent de moins en moins de la prestation directe des programmes et qu'ils s'en remettent davantage à des accords de coopération qui réduisent leurs activités sur le plan opérationnel proprement dit. Les organismes de santé publique et le secteur privé sont deux partenaires qui pourraient participer à la mise en valeur de modes de vie salutaires.

Rapports entre les ministères de la Santé et ceux des Loisirs

La question des liens entre les loisirs et la santé a déjà été examinée dans le présent document, mais il importe également d'explorer les rapports entre les ministères provinciaux des Loisirs et ceux de la Santé.

Dans les provinces et territoires où ces ministères sont des entités distinctes, un effort concerté s'impose pour établir et garder des liens facilitant la promotion de la santé par les loisirs. Certaines provinces ont mis sur

pied officiellement des comités interministériels de promotion de la santé, d'autres ont des comités spéciaux et d'autres encore favorisent l'échange de renseignements et de connaissances entre le personnel.

Dans toutes les provinces, sauf deux, le ministère des Loisirs est directement responsable, entre autres choses, de la condition physique. En Colombie-Britannique et au Manitoba, provinces qui font exception, la condition physique relève directement du ministère de la Santé tandis qu'un autre ministère est responsable du sport et des loisirs. Ces provinces ont ainsi des possibilités différentes d'entretenir des rapports étroits entre les organismes de loisirs et de santé, mais le défi consistant à offrir des services intégrés peut être tout aussi grand que dans d'autres provinces.

Quel que soit le type de liens au sein de l'organisation, le succès véritable ne peut découler que d'efforts conjoints de ministères ou de divisions et ces efforts peuvent s'avérer extrêmement rentables.

Soulignons que très peu de ministères provinciaux de la santé ou de soins de santé ont reconnu officiellement le rôle des loisirs sur le plan de la promotion de la santé. Une telle reconnaissance servirait à justifier la mise sur pied de comités ou de groupes de travail interministériels, ce qui permettrait aux promoteurs des loisirs et de la santé de lancer des projets conjoints. Des rapports satisfaisants et ouverts devront s'établir entre les ministères de la Santé et des Loisirs si l'on veut vraiment exploiter les loisirs comme important facteur de promotion de la santé.

Rapports avec le secteur privé

Les ministres ne sont pas les seuls à se préoccuper de la santé au Canada, du bien-être des individus et du degré de satisfaction que ces derniers retirent de la vie. Bon nombre de sociétés et d'organisations privées s'intéressent à la promotion de la santé par les loisirs. Certains de ces organismes peuvent jouer un rôle valable et considérable dans ce domaine aux niveaux provincial et national. La participation du secteur privé à l'élaboration et à la prestation de programmes de loisirs doit être encouragée et facilitée dans tous les cas où c'est possible et convenable.

Les efforts d'encouragement donnent de meilleurs résultats lorsque le personnel du ministère a élaboré des projets de mise en valeur de la santé par les loisirs pour lesquels il est facile de cerner (1) les avantages prévus en matière de santé, (2) le groupe cible visé, et (3) la stratégie de modification de comportement employée. Ces renseignements sont tout particulièrement utiles pour faire correspondre les objectifs du programme aux intérêts d'un partenaire ou parrain éventuel provenant du secteur privé.

Il existe déjà un degré de collaboration considérable entre les organisations privées et les ministères provinciaux des Loisirs en matière de mise en valeur de la santé par les loisirs, mais il serait possible d'élargir le rôle du secteur privé à l'égard de parrainage et cet aspect mérite d'être étudié par chaque ministre dans sa propre province.

Conclusion

Le présent document a servi à cerner l'orientation prise par les ministres responsables du sport et des loisirs à leur conférence de 1985. Plusieurs années s'écouleront avant la mise en oeuvre complète des résolutions adoptées à cette occasion et, pour cette raison, notre document n'a pas l'intention d'allonger la liste d'engagements déjà pris. Par contre, il importe, à ce stade-ci, de se pencher sur les progrès accomplis et de réaffirmer l'engagement des ministres à prôner activement d'autres modes de vie convenables axés sur les loisirs.

Pour cela, les ministres provinciaux responsables du sport et des loisirs devront réfléchir à plusieurs questions fondamentales soulevées par l'étude à laquelle nous venons de procéder. Par exemple, la suggestion que soient définis les objectifs précis des programmes de loisirs sur le plan de la santé fait ressortir la nécessité que les personnes qui participent à l'élaboration et la mise en oeuvre des programmes acquièrent une certaine compétence ou expérience dans le secteur de la promotion de la santé. Qu'est-ce que les ministres peuvent faire pour faciliter l'acquisition d'une telle compétence au sein de leur équipe et par d'autres personnes clés dans le système de mise en oeuvre?

Les ministres conviennent qu'il faut encourager et soutenir les programmes de condition physique des employés, mais qui doit le faire et dans quelle mesure? Incombe-t-il implicitement ou expressément au ministre responsable du sport et des loisirs de jouer un rôle de chef de file et de favoriser directement des modes de vie salutaires dans son propre ministère et dans d'autres ministères?

Les ministres ont convenu en 1985 de continuer à financer et à élargir l'infrastructure des loisirs et d'examiner des stratégies ayant pour objet un accroissement et une amélioration de la participation des individus aux loisirs. Comment les ressources limitées provenant du ministère ou de l'association avec le secteur des affaires peuvent-elles être mises au service de l'épanouissement de l'individu sans, du même coup, nuire aux travaux déjà amorcés sur le plan de la mise en place d'une infrastructure de loisirs?

Plusieurs stratégies examinées aux fins de l'épanouissement des individus modifient en quelque sorte les attitudes et convictions de ces derniers. Les ministères provinciaux du Sport et des Loisirs sont-ils justifiés de recourir à des stratégies de persuasion et de coercition afin d'influer sur le comportement des individus en matière de loisirs?

Il n'existe actuellement aucun instrument servant à mesurer concrètement les effets bénéfiques sur la santé découlant ou pouvant découler d'une participation à des programmes de loisirs. Doit-on mettre au point un instrument dont se serviront toutes les provinces et territoires pour faciliter une semblable évaluation? Quels instruments actuels peut-on employer pour mesurer l'utilité potentielle des programmes et des services aux fins de la promotion de la santé? Toutes les provinces et les territoires peuvent-ils se servir de certains de ces instruments pour faciliter l'échange d'idées et de renseignements concernant les programmes qui ont obtenu un succès?

On accepte l'affirmation que la satisfaction dans la vie et le bien-être sont rattachés à la santé physique, psychologique, spirituelle et sociale. Les ministres doivent-ils se contenter de fournir des programmes et des services qui favorisent d'abord et avant tout la santé physique? Quelle attention doivent-ils accorder aux autres aspects qui entrent dans des modes de vie salutaires et quel genre de collaboration faudra-t-il établir entre les organismes de manière à promouvoir efficacement la santé par les loisirs?

Pour répondre à ces questions et à d'autres semblables, il faudrait qu'une étude sérieuse clarifie les positions et engagements que traduisent les interventions provinciales et territoriales en matière de promotion de la santé. En consacrant des efforts et des ressources à une étude minutieuse du rapport entre le comportement en matière de loisirs et la santé, les ministres provinciaux et territoriaux responsables du sport et des loisirs ont assumé un rôle de chef de file à l'égard de la protection et de l'amélioration de la qualité de la vie de tous les Canadiens. Les efforts futurs dans la foulée de ces engagements contribueront grandement à faire en sorte que les loisirs deviennent un facteur important de promotion de la santé.

Annexe

HealthCheck - Description du programme

HealthCheck est un progiciel mis au point par la Section de l'amélioration du mode de vie de Loisirs et Parcs Alberta. Cet instrument est destiné à faciliter l'analyse de programmes récréatifs qui pourraient servir à la promotion de modes de vie salutaires. Il est relativement simple à utiliser et peut être adapté aux besoins des divers organismes provinciaux, régionaux et communautaires qui s'occupent des loisirs.

HealthCheck analyse les données d'un programme récréatif particulier ou d'une série de programmes qu'il décrit ensuite en fonction des critères suivants : (1) les avantages qu'il entraîne sur le plan de la santé, (2) les participants visés par le programme, et (3) la stratégie de modification de comportement utilisée. Par exemple, le programme d'une ligue de basket-ball qui joue en fin de soirée pourrait être décrit par **HealthCheck** de la façon suivante :

Analyse du basket-ball commercial

- A. Le programme ou série de programmes* offre des possibilités moyennes de mise en valeur de la santé sur le plan social. Les chances d'améliorer la santé psychologique sont médiocres et il est peu probable que la participation au programme ou à la série de programmes entraîne des bienfaits sur le plan de la santé d'ordre spirituel. Par contre, il offre de grandes possibilités en matière de santé physique.
- B. Le programme ou la série de programmes s'est ouvert qu'à certains groupes cibles. Par exemple :

la population masculine
les résidents urbains
les jeunes adultes.

Les chances de participation sont
moins intéressantes pour les groupes
suivants :

la population féminine
les personnes à revenus modeste.

La participation au programme ou à la
série de programmes se fait surtout
sous forme de groupes ou d'équipes
affiliés.

- C. Des stratégies d'éducation (caracté-
risées par une présentation relative-
ment impartiale de renseignements et
une évaluation de sa propre valeur
personnelle par l'individu) ainsi que
des stratégies de développement de
compétences (qui mettent l'accent sur
des aptitudes qui peuvent élargir ou
faciliter les possibilités de
participation) sont les stratégies de
modification du comportement le plus
souvent employées pour favoriser la
participation à ce(s) programme(s) et
aux programmes connexes.

*On peut également demander
à **HealthCheck** d'effectuer une analyse
de tout l'éventail de programmes
contenus en mémoire.

De telles analyses aident l'organisme de loisirs à
déterminer s'il rejoint le groupe cible visé et s'il obtient
les résultats voulus de manière convenable.

Options du programme

HealthCheck est un progiciel polyvalent qui facilite
l'analyse de programmes récréatifs précis ou de tous les
programmes récréatifs en mémoire. On peut ajouter des
données concernant de nouveaux programmes récréatifs ou

encore corriger ou éliminer des données qui s'y trouvent déjà. Les analyses peuvent être produites sur écran ou sur support papier.

Entrée

Les données requises aux fins d'une analyse **Health-Check** prennent la forme de réponses à 48 affirmations présentées à l'utilisateur (soit celui qui utilise l'ordinateur). Par exemple, une des affirmations est la suivante :

"Ce programme récréatif exploite et améliore la capacité de résoudre des problèmes".

L'utilisateur choisit une des réponses suivantes pour chaque affirmation : (1) pas du tout, (2) peu, (3) considérablement, ou (4) beaucoup.

Sortie

HealthCheck produit l'analyse sur écran ou sur support papier. Cette analyse peut se rapporter à un seul programme récréatif ou à une série complète de programmes offerte par un organisme. Dans le deuxième cas, l'analyse peut être extrêmement utile pour évaluer l'orientation globale de l'organisme de loisirs et l'élément du programme sur lequel il met l'accent tandis que dans le premier cas l'analyse servirait à évaluer la contribution d'un programme précis à la mise en valeur de modes de vie salutaires.

Autres utilités

HealthCheck analyse tous les programmes de loisirs en fonction des mêmes critères. Par conséquent, lorsque plus d'un organisme de loisirs s'en sert, on peut comparer leurs

résultats et cerner les réussites ainsi que les préoccupations communes. Si l'analyse fait ressortir un problème particulier auquel se heurte un organisme, les autres organismes sont en mesure, en utilisant **HealthCheck**, de proposer leurs propres programmes qui ont permis de corriger ce problème. L'échange de renseignements et de connaissances reposant sur l'expérience se trouve facilité entre des organismes qui s'intéressent tous à la promotion de la santé par les loisirs.

DOCUMENT: 870-165/017

PROVINCIAL-TERRITORIAL MEETING OF DEPUTY MINISTERS
RESPONSIBLE FOR SPORT AND RECREATION



Sport Marketing Council

Federal

Calgary, Alberta
September 10, 1986

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BACKGROUND PAPER
FEDERAL-PROVINCIAL MINISTERS' CONFERENCE - 1986

SUBJECT: SPORT MARKETING COUNCIL

In an effort to increase private and corporate sector support of amateur sport and fitness organizations in Canada, the Federal Government announced the formation of the Sport Marketing Council on February 27, 1986.

BACKGROUND: The sport Marketing Council's main objective is to help create a forum in which Fitness and Amateur Sport organizations, the corporate community and government can discuss programs of mutual interest. In the short term, the Council's aim is to adjust the ratio of federal funding to otehr revenue generated by the organizations from the current 70% + 30% to 50% + 50% by 1988.

The Sport Marketing Council is funded by Fitness and Amateur Sport Canada. It consists of a volunteer chairman and council members selected by the Minister of State, Fitness and Amateur Sport, and supported by a small professional staff headed by the President.

The Council acts primarily as a catalyst between the organizations and the corporate community. In effect, a marketing advisory service, the Council is augmented by a marketing contributions programs administered by Fitness and Amateur Sport. Financial assistance is provided for such activities as education feasibility studies, meetings, presentation materials, contracts, media and customer relations.

The members of the Council include some of the most prominent names in Canada's corporate community. Representing manufacturing, advertising, real estate, finance, communications, retail, sport and natural resources, they have enthusiastically offered their expertise and influence in support of the marketing aspirations of the amateur sport and fitness associations.

Attached is a list of Council members.

**JELINEK LAUNCHES FIRST EVER
SPORT MARKETING COUNCIL**

FEBRUARY 28, 1986

TORONTO - Ten top level Canadian business executives have accepted a challenge from the Honourable Otto Jelinek, Minister of State for Fitness and Amateur Sport, to form a new agency created to increase private sector support of the amateur sport community. The members of the just-unveiled sport marketing council are:

JOHN BASSETT, Jr., sport entrepreneur and owner of sport teams in Canada and the United States,

EDWARD BRONFMAN, Chairman, Hees International and Deputy Chairman, Edper Investment,

DAVID CLARK, President and CEO, Campbell Soup Company Ltd.,

RÉMI CLOUTIER, President, International Paper Canada, Inc.,

HUGH GLYNN, President, National Sport and Recreation Centre,

SENATOR FINLAY MACDONALD, long-time broadcasting executive and founding director of CTV Television Network,

TERRY O'MALLEY, President, Vickers and Benson Co., Ltd.,

PETER POCKLINGTON, Chairman, Pocklington Financial Inc., and owner, Edmonton Oilers Hockey Club,

ED RICARD, Vice Chairman, Imasco and Chairman, Co., Ltd., Montreal Concordes Football Club,

HONOURABLE JAMES RICHARDSON, Director, James Richardson and Sons, former member of Parliament and cabinet minister.

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RÉUNION PROVINCIALE-TERRITORIALE DES SOUS-MINISTRES
RESPONSABLES DU SPORT ET DES LOISIRS



Conseil de marketing du sport

Fédéral

le 10 septembre 1986
Calgary (Alberta)

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DOCUMENT DE FOND

CONFÉRENCE FÉDÉRALE-PROVINCIALE DES MINISTRES - 1986

OBJET: CONSEIL DE MARKETING DU SPORT

Dans un effort en vue d'augmenter l'appui financier des particuliers et du secteur privé aux organisations de sport amateur et de condition physique du Canada, le gouvernement fédéral annonçait le 27 février 1986 la création du Conseil de marketing du sport.

RENSEIGNEMENTS

GÉNÉRAUX:

Le principal objectif du Conseil de marketing du sport est de constituer une tribune où les organisations de sport amateur et de condition physique, le secteur des affaires et le gouvernement peuvent discuter de problèmes d'intérêt commun. Le sous-objectif à court terme du Conseil est d'ajuster de 70% + 30% à 50% + 50% d'ici 1988 le rapport du financement fédéral aux autres revenus réunis par les organisations.

Le Conseil de marketing du sport est financé par Condition physique et Sport amateur. Il comprend un président bénévole et des membres du conseil d'administration choisis par le Ministre d'État à la Condition physique et au Sport amateur, et son fonctionnement est assuré par un petit nombre de permanents dirigés par un président.

Le Conseil joue principalement le rôle de catalyseur entre les organisations et le secteur privé. De fait un conseil consultatif sur le marketing, le Conseil bénéficie d'un programme de contributions pour le marketing administré par Condition physique et Sport amateur. Une aide financière est accordée pour des projets tels que des études de faisabilité en éducation, des réunions, du matériel de présentation, des contrats, ainsi que les relations publiques et avec les médias.

Le Conseil compte parmi ses membres des représentants avantageusement connus du monde canadien des affaires. Représentant les industries de la fabrication, de la publicité, de l'immeuble, de la finance, des communications, de la vente au détail, du sport et des ressources naturelles, ils ont accepté avec enthousiasme de mettre leur expertise et leur influence au service des aspirations en marketing des associations nationales de sport amateur et de condition physique.

On trouvera ci-joint une liste des membres du Conseil.

**DIX ÉMINENTS HOMMES D'AFFAIRES AU
CONSEIL DE MARKETING DU SPORT**

LE 28 FÉVRIER 1986

TORONTO - Le Ministre d'État à la Condition physique et au Sport amateur, l'honorable Otto Jelinek, a annoncé que dix hommes d'affaires canadiens avaient accepté de faire partie du conseil d'administration de la nouvelle agence qui a été créée pour accroître l'appui financier du secteur privé au sport amateur.

Les membres de ce nouveau conseil sont:

JOHN BASSETT, fils, entrepreneur sportif et propriétaire d'équipes sportives au Canada et aux États-Unis;

EDWARD BRONFAMN, président de Hees International et vice-président d'Edper Investment;

DAVID CLARK, président et directeur général des Soupes Campbell Ltée;

RÉMI CLOUTIER, président d'International Paper Canada Inc.;

HUGH GLYNN, président du Centre national du sport et de la récréation;

LE SÉNATEUR FINLAY MACDONALD, bien connu dans les milieux de la télévision et directeur fondateur du réseau CTV;

TERRY O'MALLEY, président de Vickers Benson Co. Ltd.;

PETER POCKLINGTON, président de Pocklington Financial Inc. et propriétaire des Oilers d'Edmonton;

ED RICARD, vice-président d'Imasco et président des Concordes de Montréal de la LCF, et

L'HONORABLE JAMES RICHARDSON, directeur de James Richardson and Sons et ancien député et ministre du cabinet fédéral.

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DOCUMENT: 870-165/023

PROVINCIAL-TERRITORIAL MEETING OF DEPUTY MINISTERS
RESPONSIBLE FOR SPORT AND RECREATION



Women in Sport Policy

Federal

Calgary, Alberta
September 10, 1986

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BACKGROUND PAPER
FEDERAL-PROVINCIAL MINISTERS' CONFERENCE - 1986

SUBJECT: WOMEN IN SPORT POLICY

The federal government has recently released a Women in Sport Policy which outlines actions the federal government intends to take to improve the status of Canadian women in sport.

As efforts to improve the status of females in sport must be undertaken at all levels of the sport system, co-ordination and collaboration on a federal-provincial basis would assist with the attainment of the overall objective of creating equal opportunities for participation in sport.

BACKGROUND: . While the general atmosphere in the sport community is one of greater receptivity to female involvement in sport, there are still serious limitations which impede full and equal opportunity by females for involvement as participants or in leadership positions in sport.

Fitness and Amateur Sport has implemented a Women's Program for the past 7 years which has yielded significant results. In an effort to give greater direction and a sharper focus to the area of women and sport, the federal government has recently issued a Women in Sport Policy and an accompanying Implementation Plan.

Historically, the federal government has undertaken some informal discussions with provincial-territorial representatives on this subject; but there has never been an agreed strategy or formal action plan adopted by the two levels of government.

Given the fact that many of the problems in this area have to do with the general opportunities for involvement by females in competitive sport at the lower levels of the sport system, it makes sense for considerable federal-provincial dialogue to occur.

RECOMMENDED ACTIONS:

1. Circulate Federal Government policy paper on Women in Sport to the provinces-territories along with the accompanying Implementation Plan for information-sharing purposes.
2. Ask the federal-provincial Deputy Ministers' Committee to delegate to the Federal-Provincial Blue Print Committee on Sport the task of reviewing the federal policy paper with a view to identifying possible implications for the provinces-territories and some joint statements of policy and future action which could be undertaken by both levels of government (and their respective client organizations).
3. Prepare recommendations related to point #2 for consideration by Ministers at the 1987 federal-provincial Ministers' Conference.

DOCUMENT: 870-165/023

RÉUNION PROVINCIALE-TERRITORIALE DES SOUS-MINISTRES
RESPONSABLES DU SPORT ET DES LOISIRS



Politique concernant les femmes et le sport

Fédéral

le 10 septembre 1986
Calgary (Alberta)

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DOCUMENT DE FOND

CONFÉRENCE FÉDÉRALE-PROVINCIALE DES MINISTRES - 1986

OBJET:

POLITIQUE CONCERNANT LES FEMMES ET LE SPORT

Le gouvernement fédéral vient de publier une politique concernant les femmes et le sport qui énonce les mesures que le gouvernement fédéral a l'intention de prendre pour améliorer la situation des femmes canadiennes dans le sport.

Étant donné que les efforts pour améliorer la situation des femmes dans le sport doivent être déployés à tous les niveaux du système sportif, la coordination et la collaboration fédérales-provinciales permettraient d'atteindre l'objectif général de créer l'égalité des possibilités en ce qui concerne la participation au sport.

RENSEIGNEMENTS

GÉNÉRAUX:

Bien que le climat général au sein de la collectivité sportive reflète une plus grande réceptivité concernant la participation des femmes dans le sport, il reste à franchir de sérieux obstacles qui empêchent les femmes de jouir pleinement d'une égalité des possibilités en tant que participantes au sport ou que titulaires de postes de direction.

Depuis les 7 dernières années, Condition physique et Sport amateur administre un Programme pour les femmes qui a donné des résultats considérables. Afin de donner une plus grande direction dans le domaine de la femme et du sport et de le mettre plus en évidence, le gouvernement fédéral vient de publier une politique sur les femmes et le sport ainsi qu'un plan de mise en oeuvre qui l'accompagne.

Depuis toujours, le gouvernement fédéral a entrepris des pourparlers officiels avec les représentants des provinces et des territoires à ce sujet. Cependant, les deux paliers de gouvernement n'ont jamais adopté une stratégie convenue ou un plan d'action officiel.

Étant donné que bon nombre des problèmes dans ce domaine portent sur les possibilités générales pour les femmes de s'engager dans le sport de compétition aux échelons inférieurs du système sportif, il est logique d'établir un dialogue considérable entre le gouvernement fédéral et les provinces.

MESURES RECOMMANDÉES:

1. Distribuer aux provinces et aux territoires le document de principe du gouvernement fédéral sur les femmes et le sport ainsi que le plan de mise en oeuvre qui l'accompagne.
2. Demander au Comité fédéral-provincial des sous-ministres de déléguer la responsabilité au Comité fédéral-provincial du plan directeur sur le sport d'examiner le document de principe fédéral en vue de déterminer les conséquences possibles pour les provinces et les territoires et certains énoncés de principes conjoints ainsi que des mesures qui pourraient être entreprises par les deux niveaux de gouvernement (et leurs organismes clients respectifs).
3. Formuler des recommandations liées au point n° 2 afin que les ministres les examinent à la conférence fédérale-provinciale des ministres de 1987.

02.03.87

DOCUMENT: 870-165/028

PROVINCIAL-TERRITORIAL MEETING OF DEPUTY MINISTERS
RESPONSIBLE FOR SPORT AND RECREATION

RÉUNION PROVINCIALE-TERRITORIALE DES SOUS-MINISTRES
RESPONSABLES DU SPORT ET DES LOISIRS

CALGARY, Alberta
September 10, 1986



CALGARY (Alberta)
Le 10 septembre 1986

LIST OF PUBLIC DOCUMENTS

LISTE DES DOCUMENTS PUBLICS

MENT NO. DOCUMENT	SOURCE ORIGINE	TITLE TITRE
65/007	Alberta	✓ Recreation Strategies for the Promotion of Health
	Alberta	✓ Stratégies de promotion de la santé par les loisirs
65/017	Federal	✓ Sport Marketing Council
	Fédéral	✓ Conseil de marketing du sport
65/023	Federal	✓ Women in Sport Policy
	Fédéral	✓ Politique concernant les femmes et le sport

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C4
-152

DOCUMENT: 870-193/012

PROVINCIAL-TERRITORIAL MEETING OF DEPUTY MINISTERS
RESPONSIBLE FOR CULTURE AND HISTORICAL RESOURCES

Historical Significance of the Forks

Manitoba

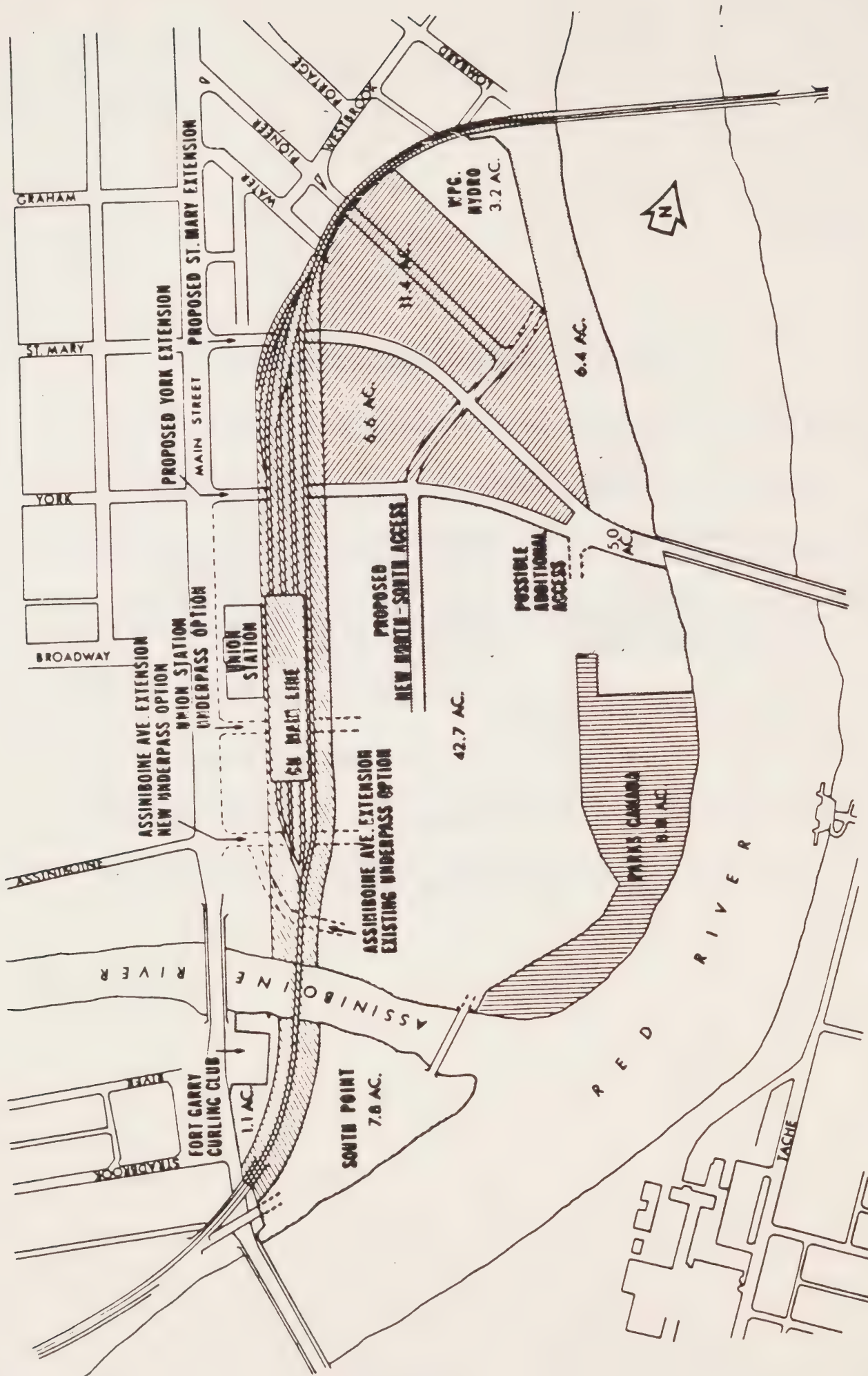
December 13, 1988
Winnipeg, Manitoba




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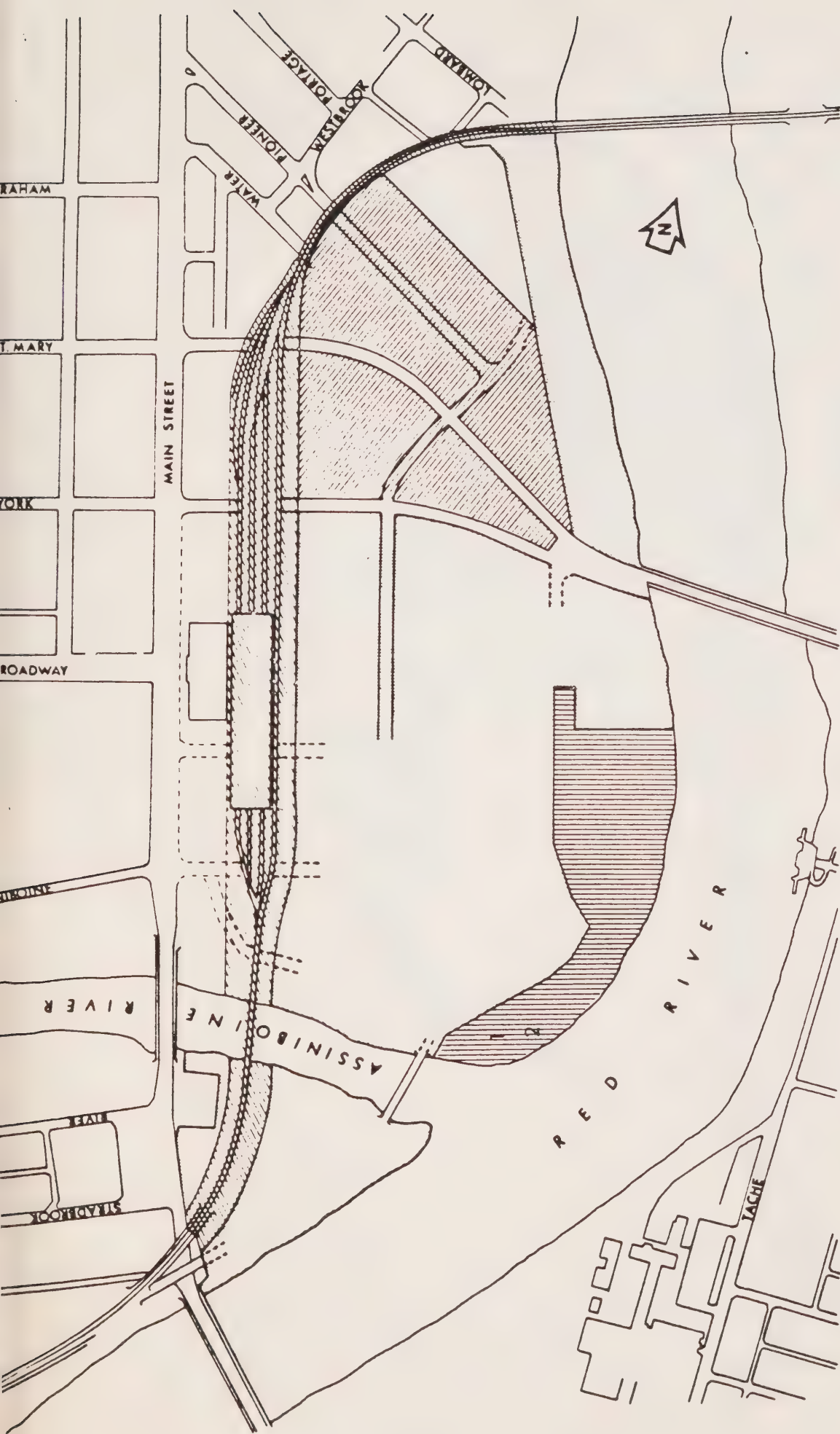
HISTORICAL SIGNIFICANCE OF THE FORKS

- o The Forks has been available for habitation for upwards of 3000 years.
- o Located at the juncture of two major rivers, it has the potential of containing archaeological evidence of numerous cultural groups.
- o Actual archaeological findings demonstrate human habitation there from about 3000 years ago until the arrival of Euro-Canadians in the 1730s.
- o The Canadian Parks Service has found hearths, stone tools, fragmented cooking pots, midden refuse, etc. relating to Native fishing camps and villages dating to 700 AD.
- o The Forks was the location of no fewer than five (5) major fur trade posts dating to between 1738 and 1884.
- o The Forks was situated in the centre of the Selkirk Settlement.
- o Since the coming of the Europeans, The Forks has been used by several Native peoples, notably the Assiniboine, Cree, Saulteaux, and Dakota.
- o The area was a focal point of immigration prior to the arrival of the CPR in 1886, when Upper Fort Garry was the "Gateway to the West".



-  Proposed CN Retained Lands (18.0 AC)
-  Proposed Public Lands (58.0 AC)
-  Parks Canada Lands (8.8 AC)

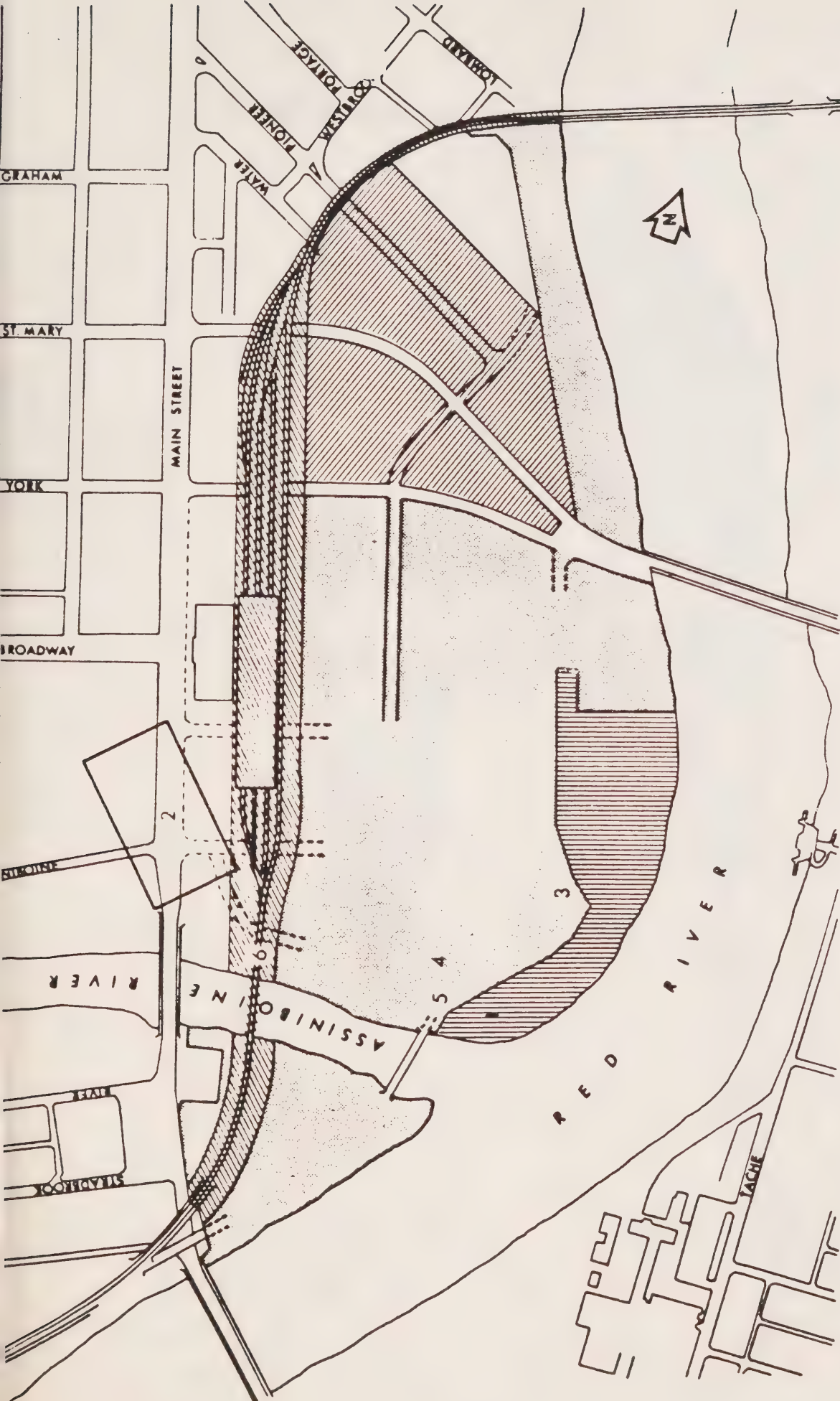
MAP 1
FUTURE LAND OWNERSHIP AND ACCESS



MAP 2

DOCUMENTED PREHISTORIC REMAINS

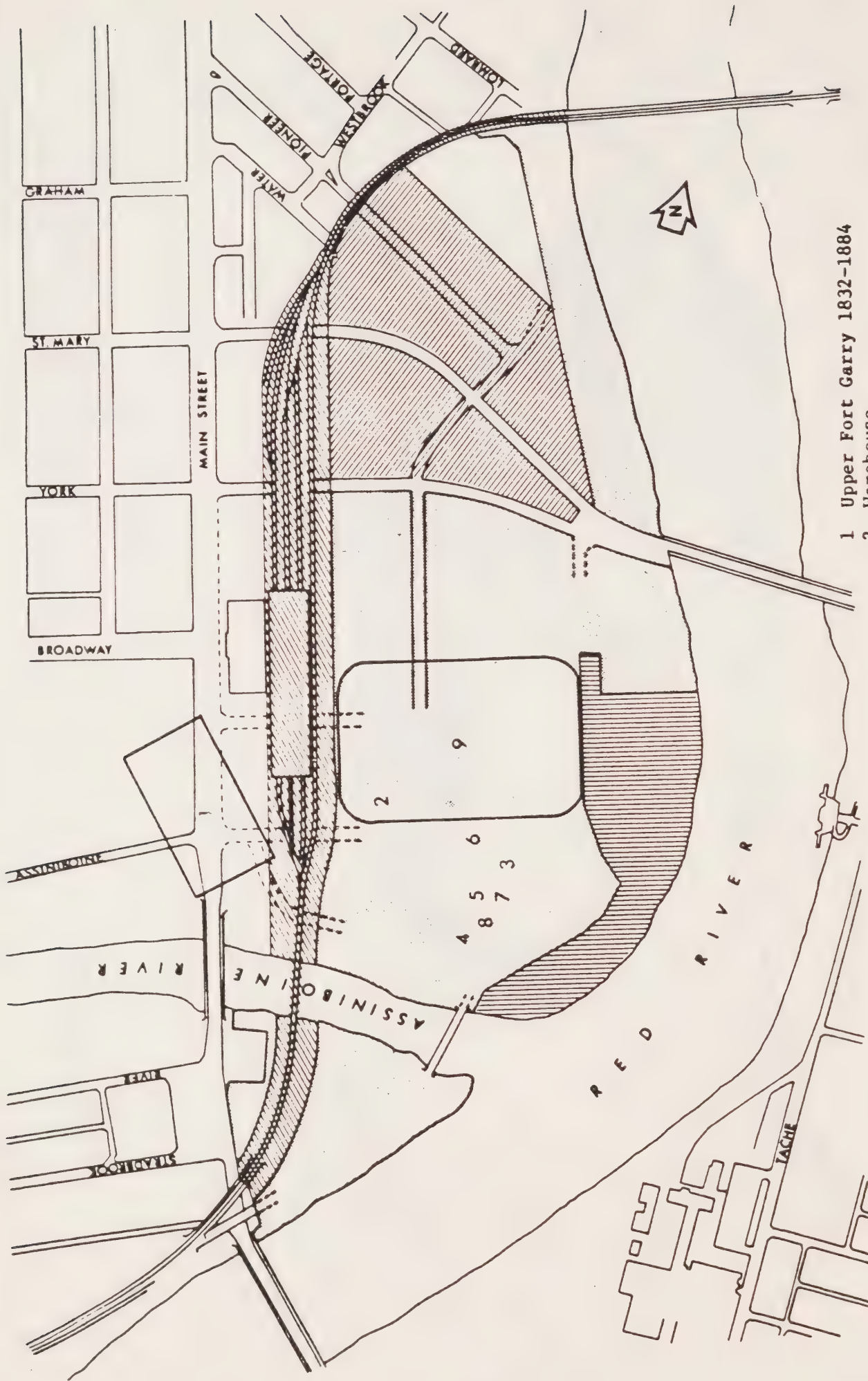
ENVIRONMENT CANADA-PARKS, 1984 EXCAVATIONS



- 1 Fort Garry I 1821-1832
- 2 Upper Fort Garry 1832-1884
- 3 Farm and Stables (Royal Engineers Survey 1848)
- 4 "Court House" (Royal Engineers Survey 1848)
- 5 "Old Block House" (Royal Engineers Survey 1848)
- 6 No. 4 Warehouse (McPhillips Survey 1877)

MAP 4

EARLY HUDSON'S BAY COMPANY STRUCTURES



1 Upper Fort Garry 1832-1884

2 Warehouse

3 Warehouse

4 Warehouse

5 Feed Storage and Mill

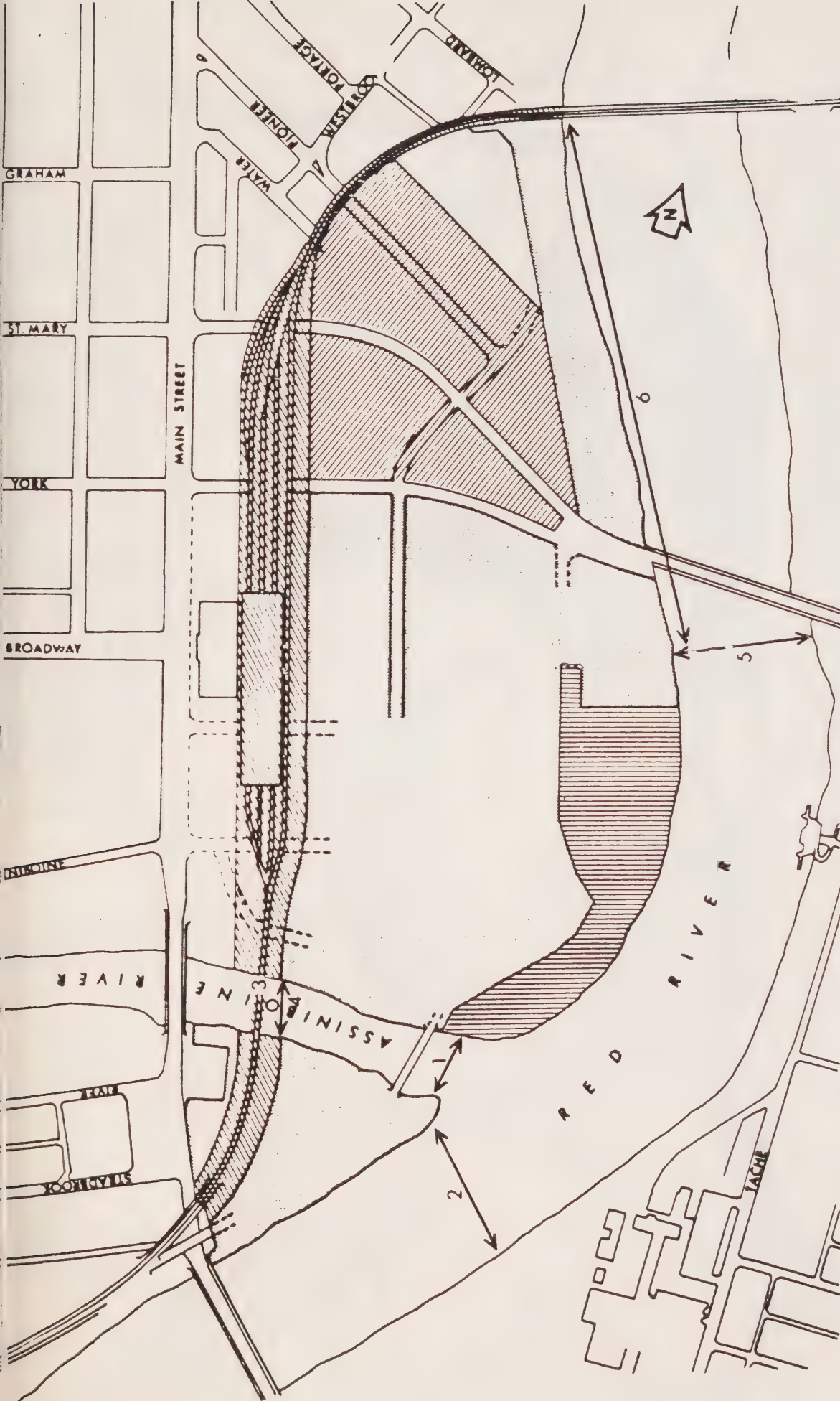
6 Elevator

7 Mill 1874-1907

8 Dwelling House

MAP 5

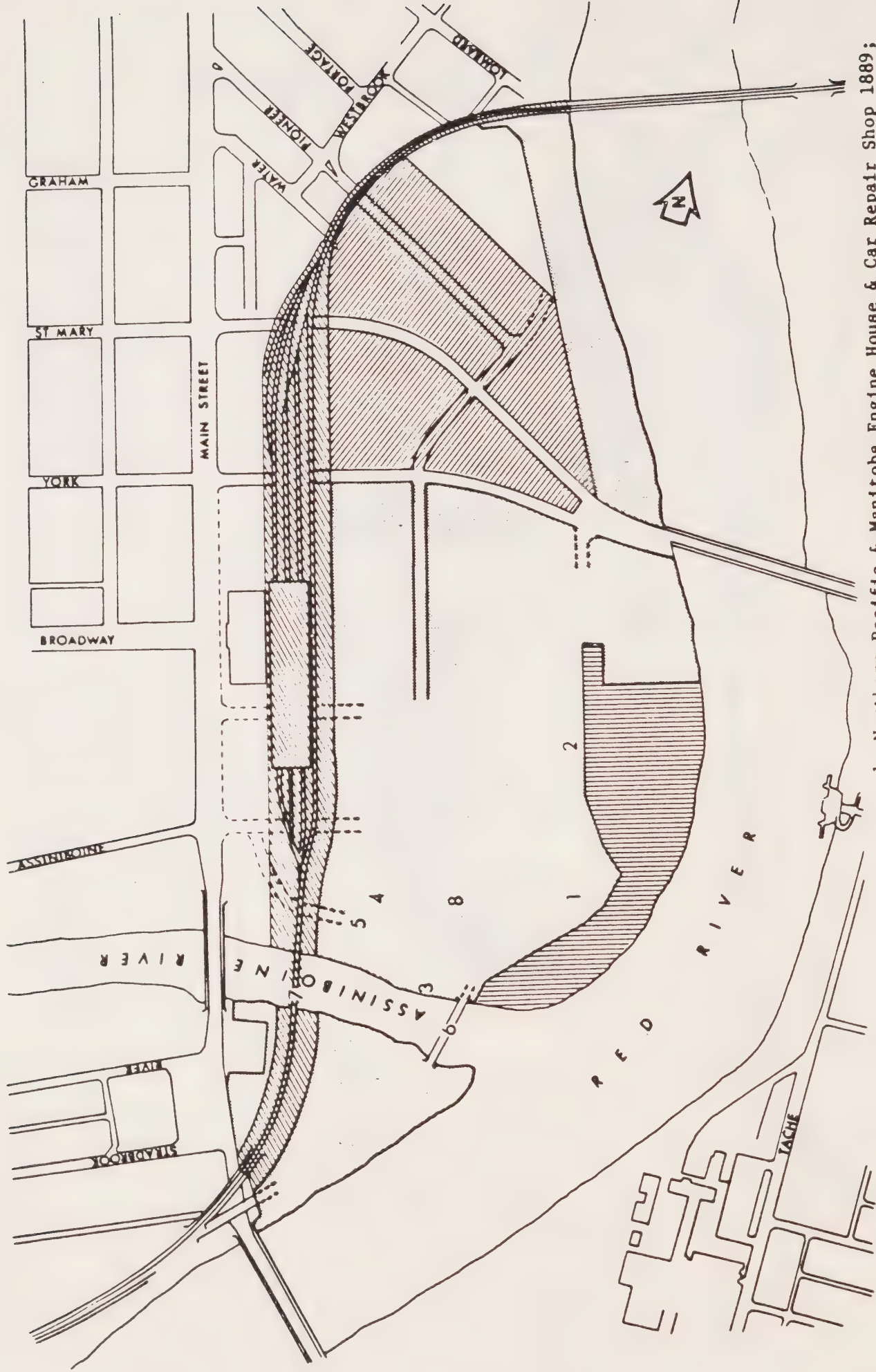
LATE HUDSON'S BAY COMPANY STRUCTURES



- 1 Canoe Ferry 1848
- 2 Canoe Ferry 1848
- 3 Steamboat Dock 1859
- 4 Pontoon Bridge/Ferry 1872
- 5 St. Boniface Ferry ca. 1872-1884
- 6 Docks and Wharves

MAP 6

WATER TRANSPORTATION FACILITIES



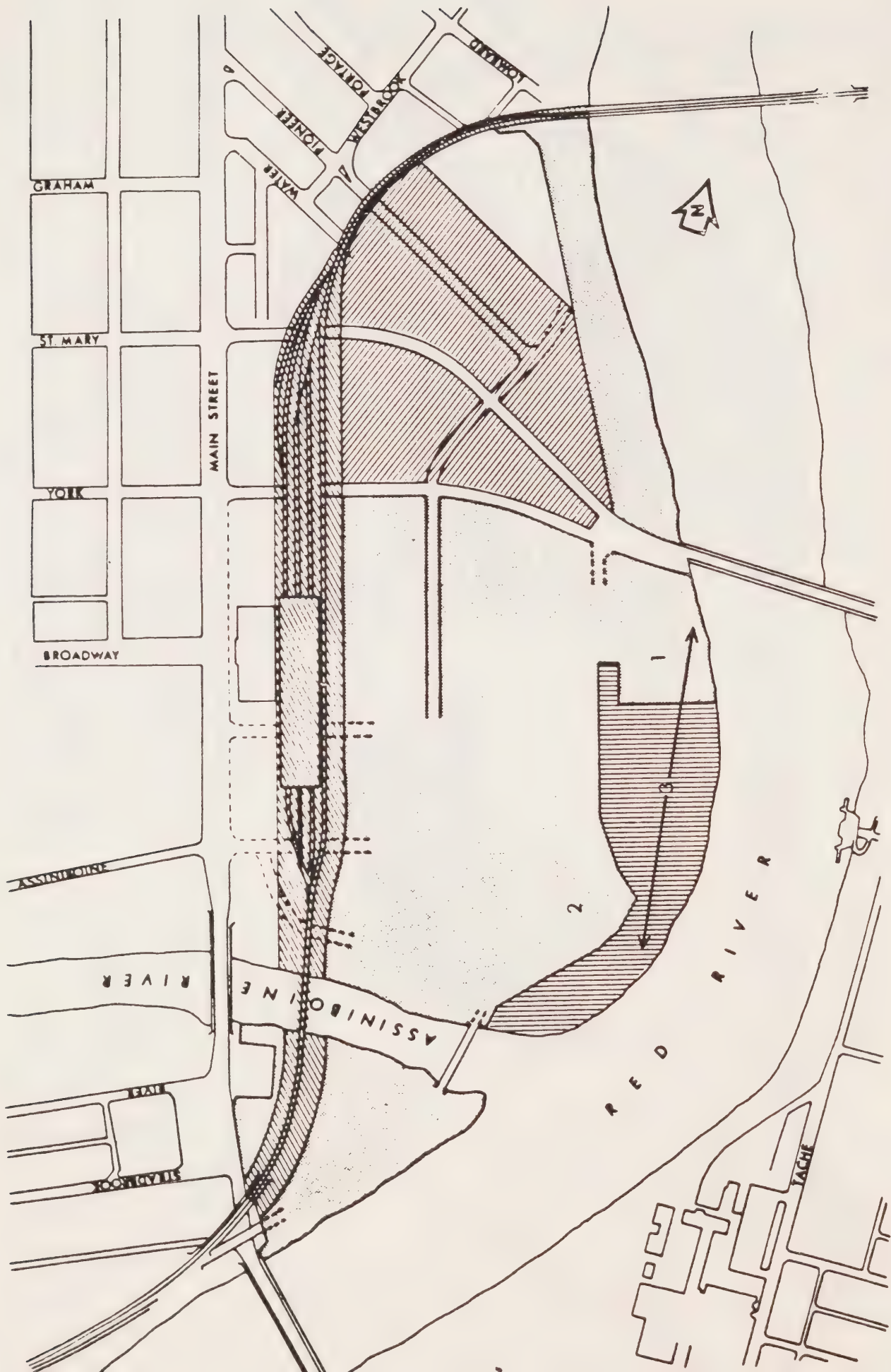
- 1 Northern Pacific & Manitoba Engine House & Car Repair Shop 1889;
CN's B & B Building (Extant); Roundhouse 1889-1907
- 2 Canadian Northern Railway (CNR) Roundhouse 1903-1907
- 3 Wooden Rail Bridge
- 4 CNR Stables ca. 1903; CN Garage (Extant)
- 5 Grand Trunk Pacific Stable ca. 1903; CN Express Garage (Extant)



- 1 McLane Grist Mill (McPhillips Survey 1877)
- 2 W.J. McAuley's Lumber Mill, Men's Building House & Office Post 1870
- 3 Dick & Banning Saw Mill Post 1870
- 4 McMillan Grist Mill and Engine Room 1885
- 5 McArthur's Warehouse 1886
- 6 Dick & Banning Saw Mill & Engine House 1886
- 7 E.W. Jarvis Saw Mill & Engine House Post 1880
- 8 Sash & Door Factory Post 1880
- 9 Building Products & Coal Co. Ltd. Post 1900
- 10 Fort Garry Coal Yards Post 1900
- 11 Lambert Fuel Supply Post 1900

MAP 8

COMMERCIAL FACILITIES



- 1 General Hospital 1872
- 2 Immigration Sheds 1872
- 3 Shanty Town 1870s-1880s

MAP 9
MISCELLANEOUS

DOCUMENT : 870-193/012

Traduction du Secrétariat

RÉUNION PROVINCIALE-TERRITORIALE DES SOUS-MINISTRES RESPONSABLES
DE LA CULTURE ET DES RICHESSES HISTORIQUES

Importance historique des "Forks"

Manitoba

Le 13 décembre 1988
Winnipeg (Manitoba)

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IMPORTANCE HISTORIQUE DES "FORKS"

- ° Le site des "Forks" est habité depuis plus de 3 000 ans.
- ° Situé au confluent de deux importantes rivières, on pourrait y retrouver des vestiges archéologiques de nombreux groupes culturels.
- ° Les fouilles archéologiques déjà effectuées révèlent que le site a été habité d'il y a environ 3 000 ans jusqu'à l'arrivée des Euro-Canadiens dans les années 1730.
- ° Le Service canadien des parcs y a découvert des foyers, des outils en pierre, des fragments de pots pour la cuisson, des dépotoirs, etc. qui auraient appartenu à des camps de pêche et à des villages autochtones remontant à l'an 700 de l'ère chrétienne.
- ° Il y a eu pas moins de cinq (5) grands comptoirs de traite de fourrures aux "Forks" entre 1738 et 1884.
- ° Les "Forks" se trouvaient au centre de l'établissement Selkirk.
- ° Depuis l'arrivée des Européens, plusieurs peuples autochtones, par exemple les Assiniboines, les Cris, les Saulteux et les Dakota se sont installés aux "Forks".
- ° Cette région a servi de plaque tournante à l'immigration avant l'arrivée de CP Rail en 1886 lorsque Upper Fort Garry était "la porte de l'Ouest".

- 1 CLUB DE CURLING DE FORT GARRY
- 2 RIVIÈRE ASSINIBOINE
- 3 PROLONGEMENT DE L'AV. ASSINIBOINE
- 4 NOUVEAU PROJET DE PASSAGE INFÉRIEUR
- 5 GARE CENTRALE
- 6 PROJET DE PASSAGE INFÉRIEUR
- 7 PROLONGEMENT PROPOSÉ DE YORK
- 8 PROLONGEMENT PROPOSÉ DE ST. MARY
- 9 GARE CENTRALE
- 10 VOIE PRINCIPALE DU CN
- 11 PROLONGEMENT DE L'AV. ASSINIBOINE
- 12 PROJET ACTUEL DE PASSAGE INFÉRIEUR
- 13 NOUVELLE VOIE D'ACCÈS PROPOSÉE AXE NORD-SUD
- 14 AUTRES VOIE D'ACCÈS POSSIBLES
- 15 PARCS CANADA
- 16 RIVIÈRE ROUGE
- 17 CARTE 1
- 18 PROPRIÉTÉ FUTURE DES TERRAINS ET VOIES D'ACCÈS
- 19 RAPPORT DU GROUPE DE TRAVAIL SUR LA COUR DE TRIAGE DE L'EST
- 20 TERRAINS QUE LE CN PROPOSE DE CONSERVER
- 21 TERRAINS PUBLICS PROPOSÉS
- 22 TERRAINS DE PARCS CANADA
- 23 VOIE PRINCIPALE DU CN

RIVIÈRE ASSINIBOINE

RIVIÈRE ROUGE

CARTE 2

VESTIGES PRÉHISTORIQUES CONFIRMÉS

ENVIRONNEMENT CANADA-PARCS, FOUILLES DE 1984

1 ZONE FORT GIBRALTAR II

2 TRANCHÉES D'EXPLORATION

RIVIÈRE ASSINIBOINE

RIVIÈRE ROUGE

CARTE 3

COMPTOIRS DE TRAITE

- 1 FORT ROUGE, 1738
- 2 FORT GIBRALTAR I, 1810-1816
- 3 FORT GIBRALTAR II, 1817-1821; FORT GARRY I, 1821-1832
- 4 SITE DU VIEUX FORT (ÉTUDE DES ROYAL ENGINEERS, 1848)
- 5 SITE POSSIBLE DU FORT GIBRALTAR II (HOPKINS, ROUGH CHART, 1848)
- 6 UPPER FORT GARRY (FORT GARRY II) 1832-1884

RIVIÈRE ASSINIBOINE

RIVIÈRE ROUGE

CARTE 4

PREMIÈRES INSTALLATIONS DE LA COMPAGNIE DE LA BAIE D'HUDSON

- 1 FORT GARRY I, 1821-1832
- 2 UPPER FORT GARRY, 1832-1884
- 3 FERME ET ÉCURIES (ÉTUDE DES ROYAL ENGINEERS, 1848)
- 4 PALAIS DE JUSTICE (ÉTUDE DES ROYAL ENGINEERS, 1848)
- 5 "OLD BLOCK HOUSE" (ÉTUDE DES ROYAL ENGINEERS, 1848)
- 6 ENTREPÔT N°4 (McPHILLIPS, 1877)

RIVIÈRE ASSINIBOINE

RIVIÈRE ROUGE

CARTE 5

INSTALLATIONS PLUS RÉCENTES DE LA COMPAGNIE DE LA BAIE D'HUDSON

- 1 UPPER FORT GARRY, 1832-1884
- 2 ENTREPÔT
- 3 ENTREPÔT
- 4 ENTREPÔT
- 5 ENTREPÔT D'ALIMENTS POUR LES ANIMAUX ET MOULIN
- 6 ÉLÉVATEUR
- 7 MOULIN, 1874-1907
- 8 HABITATION
- 9 PARC DE FORT GARRY, 1894-1906

RIVIÈRE ASSINIBOINE

RIVIÈRE ROUGE

CARTE 6

INSTALLATIONS DE TRANSPORT PAR VOIE D'EAU

- 1 PASSAGE DE CANOTS, 1848
- 2 PASSAGE DE CANOTS, 1848
- 3 QUAI DU BATEAU À VAPEUR 1859
- 4 PONT FLOTTANT/PASSAGE 1872
- 5 TRAVERSIER DE SAINT-BONIFACE, APPROX. DE 1872 À 1884
- 6 BASSINS ET QUAIS

RIVIÈRE ASSINIBOINE

RIVIÈRE ROUGE

CARTE 7

INSTALLATIONS DE TRANSPORT FERROVIAIRE

- 1 DÉPOT DE LOCOMOTIVES ET ATELIER DE RÉPARATION DE WAGONS DU NORTHERN PACIFIC & MANITOBA, ÉDIFICE B&B DU CN (EXISTE ENCORE); HANGAR À LOCOMOTIVE 1889-1907
- 2 CHEMIN DE FER CANADIEN DU NORD, HANGAR À LOCOMOTIVES, 1903-1907
- 3 PONT DE BOIS
- 4 ÉCURIES DU CNR VERS 1903; GARAGE DU CN (EXISTE ENCORE)
- 5 ÉCURIE GRAND TRUNK PACIFIC VERS 1903; GARAGE EXPRESS DU CN (EXISTE ENCORE)
- 6 VOIE SECONDAIRE DU CN
- 7 VOIE PRINCIPALE DU CN
- 8 ENTREPÔT NATIONAL (CARTAGE) 1928; TERMINUS JOHNSON (EXISTE ENCORE)

RIVIÈRE ASSINIBOINE

RIVIÈRE ROUGE

CARTE 8

INSTALLATIONS COMMERCIALES

- 1 MEUNERIE McLANE (ÉTUDE McPHILLIPS 1877)
- 2 SCIERIE W.J. McAULEY, MEN'S BUILDING HOUSE & OFFICE, APRÈS 1870
- 3 SCIERIE DICK & BANNING, APRÈS 1870
- 4 MEUNERIE ET SALLE DES MACHINES McMILLAN, 1885
- 5 ENTREPÔT McARTHUR, 1886
- 6 SCIERIE ET SALLE DES MACHINES DICK & BANNING, 1886
- 7 SCIERIE ET SALLE DES MACHINES E.W. JARVIS, 1880
- 8 USINE DE FENÊTRES ET DE PORTES, APRÈS 1880
- 9 BUILDING PRODUCTS & COAL CO. LTD., APRÈS 1900
- 10 CHANTIER DE CHARBON DE FORT GARRY, APRÈS 1900
- 11 RÉSERVE DE CARBURANT LAMBERT FUEL SUPPLY, APRÈS 1900

RIVIÈRE ASSINIBOINE

RIVIÈRE ROUGE CARTE 9

DIVERS

- 1 HÔPITAL GÉNÉRAL, 1872
- 2 HANGARS DE L'IMMIGRATION, 1872
- 3 BIDONVILLE, ANNEES 1870 ET 1880

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DOCUMENT: 870-193/017

PROVINCIAL-TERRITORIAL MEETING OF DEPUTY MINISTERS
RESPONSIBLE FOR CULTURE AND HISTORICAL RESOURCES

RÉUNION PROVINCIALE-TERRITORIALE DES SOUS-MINISTRES
RESPONSABLES DE LA CULTURE ET DES RICHESSES HISTORIQUES


WINNIPEG, Manitoba
December 13, 1988

WINNIPEG (Manitoba)
Le 13 décembre 1988

LIST OF PUBLIC DOCUMENTS

LISTE DES DOCUMENTS PUBLICS

DOCUMENT NO. DU DOCUMENT	SOURCE ORIGINE	TITLE TITRE
0-193/012	Manitoba	Historical Significance of the Forks Importance historique des "Forks"
0-193/017	Secretariat Secrétariat	List of Public Documents Liste des documents publics



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1000 1000 11-6

DOCUMENT: 840-625/004
870-225/004

PROVINCIAL-TERRITORIAL AND
FEDERAL-PROVINCIAL-TERRITORIAL MEETING OF DEPUTY MINISTERS
RESPONSIBLE FOR LABOUR MARKET MATTERS

Red Seal/The Interprovincial Computerized
Examination Management System

Ontario

TORONTO, Ontario
May 27-28, 1992

THE INTERPROVINCIAL STANDARDS PROGRAM

**THE INTERPROVINCIAL COMPUTERIZED
EXAMINATION MANAGEMENT SYSTEM**

RECOMMENDATIONS TO DEPUTY MINISTERS

**COMMITTEE OF PROVINCIAL/TERRITORIAL SENIOR OFFICIALS WITH
RESPONSIBILITY FOR LABOUR MARKET MATTERS**

April 30, 1992

CONTEXT

At their February 19, 1992 meeting in Halifax, Provincial/Territorial Deputy Ministers with Responsibility for Labour Market Matters directed their Senior Officials to review and make recommendations on two items:

- . facilitating the expansion of the Interprovincial Standards (Red Seal) Program
- . next steps on the Interprovincial Computerized Examination Management System (ICEMS).

Since that time, the first ministers have instructed their ministers responsible to pursue a number of measures arising from a paper on training initiatives which was tabled at the first ministers conference on the economy, held on March 25. These measures include **"development and approval of a strategy to accelerate efforts now underway to expand interprovincial standards in apprenticeship and other training."**

In addition to the first ministers' directive, two other factors heighten the importance of interprovincial co-operation in the development of common standards:

- . the federal proposal to make training an area of exclusive provincial jurisdiction
- . bilateral labour force development agreements, many of which commit provinces to expanding interprovincial apprenticeship standards.

The present paper reviews issues related to the expansion and streamlining of the Interprovincial Standards Program in Apprenticeship, and provides two sets of recommendations to deputy ministers.

BACKGROUND

The Interprovincial Standards Program--or Red Seal--in Apprenticeship was introduced in 1958 to promote high standards and uniformity in training and certification and to facilitate mobility of journeypersons across Canadian jurisdictions. Through the program, completed apprentices and certified journeypersons are able to obtain a "Red Seal" endorsement on their trade certificate by successfully completing an interprovincial examination. The "Red Seal" is the journeyperson's passport to practice the trade in any Canadian province or territory participating in the program.

At its inception, the program was managed by the Interprovincial Standards Program Co-ordinating Committee, composed of provincial/territorial Directors of

Apprenticeship. This Committee became the forum for addressing inter-jurisdictional apprenticeship issues, and in the late 1980s was renamed the Canadian Council of Directors of Apprenticeship (CCDA), reporting to the Provincial/Territorial Committee of Deputy Ministers with Responsibility for Labour Market Matters.

The CCDA is composed of those individuals from each province and territory in Canada who are directly responsible for the training of apprentices and the certification of tradespersons. Two delegates of Employment and Immigration Canada (EIC) are also members of the Council. One delegate from each jurisdiction, including EIC, has voting authority. In addition, three provinces and a federal representative form the executive committee. The federal government supports the operation of the CCDA through an annual administrative budget.

In the 34 years since the program was established, 29 trades have been designated under the Red Seal program. About seventy percent of apprentices in Canada are now training in trades covered by the Red Seal, but because of varying provincial involvement in the Red Seal program, the number of Red Seals actually issued is much smaller. The number of designated/regulated trades varies widely across jurisdictions resulting in a large potential for growth in certain jurisdictions and less potential in others. The CCDA has identified an additional seven trades to be designated under the Interprovincial Standards Program.

The CCDA has made considerable progress in facilitating the mobility of apprentices. However, deputies have now identified the need to streamline the process of designating new trades.

Though there are additional issues related to the Red Seal program worthy of consideration (e.g., level of provincial participation, requirement to write both provincial and Interprovincial exams), the scope of the present paper is limited to mechanisms to facilitate the process of adding new trades.

THE INTERPROVINCIAL STANDARDS (RED SEAL) PROGRAM

RED SEAL DESIGNATION PROCESS

In order to establish an Interprovincial trade, the following steps are necessary:

- In most instances, six or more provinces must have the trade designated for apprenticeship training and/or certification or be considering designating that trade.
- The request for a new interprovincial designation is submitted by a provincial/territorial representative of the Canadian Council of Directors of Apprenticeship (CCDA) to the CCDA Chair.

- The CCDA Chair contacts the Interprovincial Standards Examination Committee (ISEC) Chair to survey each jurisdiction (by mail) regarding their existing standards and activity levels of the trade.
- The ISEC Chair receives and reviews the reports from each jurisdiction, may table concerns at the annual ISEC meeting, prepares a summary report and submits recommendations to the CCDA Chair.
- CCDA reviews the ISEC recommendations and approves or denies the interprovincial designation according to standard criteria.
- If approved, CCDA contacts the Occupational and Career Information Branch of Employment and Immigration Canada to request the development or updating of a national occupational analysis; if not approved, the documentation is returned to the ISEC Chair for further clarification.
- Once the occupational analysis is available, responsibility for the development of the inter-provincial examination is assigned to a province or territory. The IP exam is developed, translated and several drafts are then validated in close cooperation with industry.

The number of steps required to produce a new Interprovincial trade can in some cases result in a timeframe of up to two years from first identification of the trade to the first examination being written.

THE USER GROUP CONCEPT

This model would grant interprovincial status to a trade on the basis of two or more jurisdictions accepting a common standard and having a minimum of 60 percent of the trainees in the trade. The idea of setting a minimum of two provinces for an interprovincial trade was advanced by the 1989 CLMPC private sector task force on Apprenticeship and the CCDA has been examining the implementation of this option. A potential process for designating a User Group trade is outlined in the Appendix to this paper.

It should be emphasized that private sector recognition of the User Group concept is essential. Under this system, jurisdictions would continue, as in the existing process, to require industry validation of examinations. Further, the system would need to accommodate jurisdictions which wanted to join the Group after its establishment.

The User Group process would provide an avenue for the quick addition of new interprovincial trades involving fewer than 6 provinces/territories. Co-existing with the established designation process, the enhanced flexibility and speed of the User Group model would allow governments to respond more quickly to industry-defined training needs.

OTHER STREAMLINING MECHANISMS

In addition to the User Group, other potential enhancements to the Interprovincial Standards Program have been suggested. These include:

- . **Regional agreements:** Jurisdictions within a region could standardize training/certification programs and recognize each other's certificates for the purpose of allowing mobility across borders. Participating jurisdictions could either adopt an existing standard and examination or develop and validate a mutually agreed upon standard with their respective industries. In such circumstances, the CCDA would not be approached for Red Seal endorsement.
- . **Expansion of CCDA mandate:** CCDA could be given an enlarged accreditation mandate which would facilitate common standards across provinces. Criteria for accreditation of programs would need to ensure industry-responsive standards.
- . **Extension of Red Seal to occupations:** The number of designated trades in some jurisdictions does not allow for greater participation in interprovincial trades. To address this difficulty, occupations beyond the designated/ regulated trades could become eligible for Red Seal or similar interprovincial accreditation.
- . **Item banking:** Jurisdictions could contribute to banks of examination items to speed up the examination development process. Item banking would be an essential part of an automated examination management system.

All of these options could contribute to the streamlining of the Red Seal program and merit further consideration by Directors of Apprenticeship.

RECOMMENDATIONS TO DEPUTIES

Senior officials recommend that Deputies:

1. approve the User Group concept in principle as an interim measure to facilitate the addition of new Red Seal trades;
2. direct the Canadian Council of Directors of Apprenticeship to develop an acceptable User Group process, in consultation with industry, and to implement pilot User Group projects in two to three new trades before the end of 1992;
3. direct the Canadian Council of Directors of Apprenticeship to develop, in consultation with industry, additional means of streamlining the Red Seal program;

4. direct the Canadian Council of Directors of Apprenticeship to develop a 3-year plan for the expansion of the Interprovincial Standards Program for presentation at the first meeting of Federal-Provincial/Territorial Deputies held in 1993 and to provide annual status reports to deputies. The plan will include the timeframe for the completion of the seven new trades already identified and plans for further streamlining of the Red Seal program;
5. provide a status report to Ministers at their Fall 1992 meeting.

INTERPROVINCIAL COMPUTERIZED EXAMINATION MANAGEMENT SYSTEM (ICEMS) PROPOSAL

ICEMS is an initiative proposed by the Canadian Council of Directors of Apprenticeship (CCDA) to modernize the existing process of managing and developing Interprovincial examinations for the "Red Seal" program. A pilot project has been completed which demonstrated the proposed system's electronic item banking and examination management functions as well as an interprovincial candidate tracking system. On the basis of the prototype, deputy ministers commissioned the CCDA to develop a business plan for the implementation of ICEMS nationally. The business plan tabled with deputy ministers in Halifax on February 19, 1992, included a recommended system technology model, alternative models for administering the system and cost estimates for implementing and maintaining the system.

The proposed system would:

- address a significant drag on the development of examinations for new interprovincial trades;
- reduce concerns relating to examination security and eliminate the need to withdraw and redevelop an examination when it has been compromised;
- provide automated examination generation and national candidate tracking functions. This would enable the monitoring of workforce skills and mobility at an interprovincial level;
- have the potential to increase examination management efficiency through automated scoring and analysis of examinations and updating of records;
- have program development potential which could be extended beyond the "Red Seal" program. The system potentially could be used to identify/standardize core training content between trades as well as occupations and be made accessible to colleges and the private sector;
- provide each jurisdiction the capability of using the ICEMS software for other jurisdictional uses such as apprenticeship and other trade related programs and occupational training requirements.

The proposed system does not automate or speed up the actual development and validation of examination items. The business plan report recommends extending the development of the national occupational analysis (currently a CEIC responsibility) to include development and validation, by industry, of examination items. A review of the implications of having CEIC accept this responsibility and absorbing a significant portion of the costs may be required in light of proposed constitutional reform.

If the proposed exam item development and industry validation through contracted consultants is not used and the existing practice is to be continued, the benefit of ICEMS in terms of the time required to expand the Red Seal program may be minimal.

A significant start-up requirement of ICEMS would be the estimated \$5,000,000 necessary to develop banks of examination items for the approved 29 Red Seal trades. The Business Plan Report does not deal with how this cost, which might be prohibitive to some jurisdictions, is to be shared among CCDA members; therefore, alternatives need to be developed and further discussion is required on how the existing trades might be converted to ICEMS.

The 1 1/2 year time frame outlined in the Business Plan Report to have the system operational is contingent upon using the proposed modified process of item development and validation through the contracted services of private consultants. If this approach is not accepted and the existing practice is used, the implementation time required could be significantly longer.

ISSUES RELATING TO THE COST OF DEVELOPING, OPERATING AND IMPLEMENTING ICEMS

A Business Plan Report completed for the Canadian Council of Directors of Apprenticeship (CCDA) by Price Waterhouse on December 6, 1991 has identified the following cost estimates to develop and operate an ICEMS service. These figures are applicable to both the CCDA and EIC administration models in that they represent the real costs of the service. The Business Plan Report suggests that the actual funding required to operate the system under a CEIC model could be lower than these cost estimates due to the potential for contributions in kind (such as seconded staff) from the federal government. It should be further noted that the projected costs of developing and validating the occupational analysis and exam items have been developed on the basis of certain recommended processes relative to key examination activities. A cost breakdown is provided in the table on the following page.

Anticipated Start-up Costs

ICEMS Development

ICEMS applications requirements definition	\$ 50,000
ICEMS technical requirements plan	25,000
Design and development of ICEMS	
- data design	25,000
- detail (screen and report module)	35,000
- develop host ICEMS module	90,000
- develop jurisdictional ICEMS module	50,000

Support of Item Development

As a front end to ICEMS, develop a microcomputer application for entry, editing and coding of examination items.	40,000
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<u>Acquisition of hardware and operating software (Host)</u>	130,000
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Installation/Implementation services

Contracted services in support of installation task	<u>75,000</u>
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Total \$ 520,000

Anticipated Annual Operating Costs

Staffing (salary and benefits of 25%)

ICEMS Director	\$ 75,000
ICEMS Technical Coordinator	62,000
Technical Analyst	36,000
Operating/Clerical support	32,000
Staff development and travel	35,000

Hardware and Software Support

Application software support (contract)	100,000
Hardware and software maintenance	15,000
Teleprocessing charges and long distance	15,000

Other

Operating supplies	10,000
Outside services (legal, accounting, insurance, etc.)	<u>20,000</u>

Total \$ 400,000

DEVELOPMENT AND INDUSTRY VALIDATION OF OCCUPATIONAL ANALYSIS AND EXAM ITEM BANKS

Though the table represents an estimate of the costs to develop and operate an ICEMS service, it does not include estimates of the costs to develop and validate the occupation analysis and examination items for Red Seal trades. These are existing operational requirements and it is assumed that the existing roles and responsibilities of CEIC and CCDA would continue with respect to the occupational analysis. However, the Business Plan Report recommends that due to the increase in the number of examination items required per trade under an item banking system such as ICEMS, the process of developing and validating examination items be modified to achieve greater efficiency. In this regard the Business Plan Report makes the following recommendation:

"Currently, CEIC supports the Red Seal program through preparation of occupational analysis which describe trade content of the occupations. A logical extension of current responsibilities would be to have CEIC's contracted consultants prepare examination questions to measure competency to carry out the tasks and subtasks defined during the occupational analysis. This division of responsibility would satisfy the need for a bank of examination questions for ICEMS, and would allow CEIC to move towards automating career information within the National Occupational Classification structure."

Should the above recommendation, which is a key requirement of operationalizing an ICEMS service under either administration model, not be acceptable then further cost analysis as well as discussion of alternatives is required. Even if the respective roles and responsibilities of CEIC and CCDA with respect to the development and validation of occupational analysis and exam items be acceptable as recommended, further review of alternatives and analysis of the costs of converting existing Red Seal trades to ICEMS (e.g., do they all need to be converted at once, etc.) should be undertaken.

The Business Plan Report does include an estimate of costs for developing examination items through a recommended process which directly involves industry nationally. These costs which would be incurred under either a CEIC or a CCDA administration model are illustrated in appendix B of the report as follows:

<u>Estimated Cost per Trade (@ 1,000 items per trade)</u>	\$ 194,000
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<u>Estimated Cost to build item banks for 29 existing Red Seal Trades</u>	4,775,938
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The development of item banks is the most significant component in terms of both cost and time of setting up an ICEMS service. While this component is required regardless of which administration model is to be used, it should be recognized that modifying the proposed process for exam item development or the existing

roles/responsibilities of CEIC and CCDA, may seriously affect the requirements for implementing ICEMS.

RECOMMENDATIONS TO DEPUTIES

Senior Officials recommend that Deputies:

- 1. approve the adoption of the ICEMS model in principle as a means to streamline the examination development process;**
- 2. authorize the CCDA to conduct further cost analysis and develop alternatives regarding:**
 - . housing the ICEMS Administration Group independent of CEIC**
 - . the conversion of existing Red Seal trades to ICEMS**
 - . contracting the administration of ICEMS to a third party;**
- 3. make a final decision on the implementation of ICEMS at their first meeting in 1993.**

APPENDIX I

Potential User Group Process

- A User Group trade would be granted under the authority of the CCDA.
- A User Group trade may be established by 2 or more provinces which have designated/regulated that trade¹ and which between them comprise 60 percent or more of the total number of Canadian apprentices in that trade. A maximum of one User Group may be established in each trade.
- Participating jurisdictions would either adopt an existing occupational standard and examination or conduct an occupational analysis and develop an interprovincial examination.
- The User Group would file a Notice of Motion with the CCDA. The CCDA will notify all jurisdictions of the Notice of Motion. Jurisdictions would have 30 days to respond to the Notice.
- Criteria for approval would be similar to that in Guideline 1 of the Interprovincial Standards Program, i.e.,:
 - . is it an emerging trade?
 - . is it a recognized specialty trade emerging as a major factor in the industry?
 - . are provinces and territories willing to develop and validate a new examination where one is required?
 - . can EIC produce an occupational analysis where one is required?
 - . opposition to designation and the nature of the opposition must be considered.
- Establishment of the trade would require assent of a majority of provinces/territories having designated/regulated the trade. Failure to respond within 30 days would constitute assent.
- Where currently unilingual, the examination would require translation.

¹Because of varying provincial definitions of designation, the term should be understood to mean any trade which operates under provincially-approved standards.

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RÉUNION PROVINCIALE-TERRITORIALE ET FÉDÉRALE-PROVINCIALE-
TERRITORIALE DES SOUS-MINISTRES
RESPONSABLES DES QUESTIONS RELATIVES AU MARCHÉ DU TRAVAIL

Sceau Rouge/Système interprovincial de
gestion informatisée des examens

Ontario

TORONTO (Ontario)
Les 27 et 28 mai 1992

PROGRAMME DES NORMES INTERPROVINCIALES

SYSTÈME INTERPROVINCIAL DE GESTION INFORMATISÉE DES EXAMENS

RECOMMANDATIONS AUX SOUS-MINISTRES

**COMITÉ DES AGENTS PRINCIPAUX DES PROVINCES/TERRITOIRES
RESPONSABLES DES QUESTIONS RELIÉES AU MARCHÉ DU TRAVAIL**

Le 30 avril 1992

CONTEXTE

Lors de leur réunion du 19 février 1992 à Halifax, les sous-ministres des provinces/territoires qui ont la responsabilité des questions reliées au marché du travail ont demandé à leurs agents principaux d'étudier les deux questions suivantes et de faire des recommandations :

- . faciliter l'expansion du Programme des normes interprovinciales (Sceau rouge)
- . prochaines étapes du Système interprovincial de gestion informatisée des examens (SIGIE).

Les premiers ministres ont, depuis lors, demandé à leurs ministres responsables d'adopter des mesures découlant d'un document sur les initiatives de formation qui avait été déposé lors de la conférence des premiers ministres sur l'économie, le 25 mars. Ces mesures comprennent notamment l'élaboration et l'approbation d'une stratégie visant à accélérer les efforts déjà en cours dans le but d'élargir les normes interprovinciales des programmes d'apprentissage et autres programmes de formation.

Outre la directive des premiers ministres, deux autres facteurs rehaussent l'importance de la collaboration interprovinciale dans l'élaboration de normes communes :

- . la proposition fédérale voulant faire de la formation un domaine relevant exclusivement de la compétence provinciale
- . des contrats bilatéraux de perfectionnement de la main-d'oeuvre, dont bon nombre engagent les provinces à élargir les normes interprovinciales d'apprentissage.

Le présent document étudie des questions reliées à l'expansion et à la rationalisation du Programme des normes interprovinciales en apprentissage et propose deux séries de recommandations aux sous-ministres.

HISTORIQUE

Le Programme des normes interprovinciales - ou Sceau rouge - en apprentissage a été lancé en 1958 pour encourager l'uniformité ainsi que des normes élevées de formation et de reconnaissance professionnelle, et pour faciliter la mobilité des hommes et femmes de métier entre les provinces et territoires canadiens. Dans le cadre de ce programme, les apprentis finissants et les hommes et femmes de métier accrédités peuvent obtenir un certificat portant le «sceau rouge» s'ils réussissent un examen interprovincial. Ce «sceau rouge» est un passeport permettant à son détenteur d'exercer son métier dans toute province ou tout territoire canadien participant au programme.

Au début, le programme était géré par le Comité de coordination du Programme des normes interprovinciales, formé de directeurs d'apprentissage des provinces/territoires. Ce comité

est devenu la tribune où l'on soumettait les problèmes d'apprentissage entre les différents territoires et provinces et, vers la fin des années 1980, a été rebaptisé Conseil canadien des directeurs de l'apprentissage (CCDA), qui relève du Comité provincial/territorial des sous-ministres responsables des questions reliées au marché du travail.

Le CCDA est formé des personnes directement responsables, dans chaque province et territoire du Canada, de la formation des apprentis et de la reconnaissance professionnelle des hommes et femmes de métier. Deux délégués d'Emploi et Immigration Canada (EIC) sont également membres du Conseil. Un délégué de chaque province et de chaque territoire, y compris EIC, a le droit de vote. Le comité de direction est formé d'un représentant fédéral et de représentants de trois provinces. Le gouvernement fédéral finance le CCDA par l'entremise d'un budget annuel d'administration.

Depuis la mise en place du programme, il y a 34 ans, 29 métiers ont été accrédités par le Programme du Sceau rouge. Environ 70 pour 100 des apprentis au Canada apprennent des métiers sanctionnés par le Sceau rouge; compte tenu des différences en termes de participation des provinces, cependant, le nombre de sceaux rouges réellement émis est beaucoup plus faible. Le nombre de métiers désignés/réglémentés varie largement d'une province ou d'un territoire à l'autre, ce qui entraîne de fortes possibilités de croissance dans certaines provinces et des possibilités moindres dans d'autres. Le CCDA a identifié sept autres métiers à ajouter au Programme des normes interprovinciales.

Le CCDA réalise des progrès considérables pour ce qui est de faciliter la mobilité des apprentis. Toutefois, les sous-ministres identifient maintenant le besoin de rationaliser le processus de désignation de nouveaux métiers.

Bien que d'autres questions reliées au Programme du Sceau rouge méritent d'être étudiées (p. ex. le niveau de participation provinciale, l'exigence selon laquelle les candidats doivent réussir un examen provincial et un examen interprovincial), le présent document se limite aux mécanismes visant à faciliter l'ajout de nouveaux métiers.

PROGRAMME DES NORMES INTERPROVINCIALES (SCEAU ROUGE)

PROCESSUS DE DÉSIGNATION DES MÉTIERS SCEAU ROUGE

Les étapes suivantes s'imposent pour désigner un métier interprovincial :

- Dans la plupart des cas, le métier doit être désigné pour formation en apprentissage et (ou) reconnaissance professionnelle dans au moins six provinces, ou être à l'étude en vue de devenir ainsi désigné.
- La demande d'une nouvelle désignation interprovinciale est présentée par un représentant provincial/territorial du Conseil canadien des directeurs de l'apprentissage (CCDA) au président du CCDA.

- Le président du CCDA communique avec le président du Comité d'examen des normes interprovinciales (CENI) afin qu'un sondage soit effectué dans chaque province ou territoire (par la poste) au sujet des normes actuelles et des niveaux d'activité du métier en question.
- Le président du CENI reçoit et étudie les rapports de chaque province ou territoire, peut soumettre les difficultés à l'assemblée annuelle du CENI, prépare un résumé puis présente les recommandations au président du CCDA.
- Le CCDA étudie les recommandations du CENI et approuve ou refuse la désignation conformément à des critères normalisés.
- En cas d'approbation, le CCDA communique avec la Direction des informations sur les professions et les carrières d'Emploi et Immigration Canada pour demander l'élaboration ou la mise à jour d'une analyse nationale de la profession; en cas de refus, la documentation est renvoyée au président du CENI afin qu'on y ajoute des précisions.
- Dès que l'analyse de la profession est disponible, la responsabilité de la préparation d'un examen interprovincial est confiée à une province ou à un territoire. On prépare alors l'examen, on le traduit, et plusieurs versions sont ensuite validées en étroite collaboration avec l'industrie.

Le nombre d'étapes nécessaires à la désignation d'un nouveau métier interprovincial peut dans certains cas exiger un délai pouvant aller jusqu'à deux ans entre la première identification du métier et la rédaction du premier examen.

CONCEPT DU GROUPE D'UTILISATEURS

Ce modèle accorderait le statut interprovincial à un métier pourvu qu'au moins deux provinces ou territoires acceptent une norme commune et aient un minimum de 60 pour 100 de stagiaires exerçant le métier. L'idée de fixer un minimum de deux provinces pour un métier interprovincial a été proposée par le groupe de travail du secteur privé sur l'apprentissage du CCMTP en 1989, et le CCDA en étudie la possibilité de mise en application. Une méthode possible de désignation du métier de groupe d'utilisateurs est expliquée en annexe.

Il importe de souligner qu'il est essentiel que le secteur privé reconnaisse le concept du groupe d'utilisateurs. En vertu de ce système, les provinces et territoires continueraient, comme c'est le cas présentement, d'exiger que l'industrie valide les examens. Le système devrait en outre pouvoir accepter les provinces ou territoires désireux de se joindre au groupe après sa création.

La méthode du groupe d'utilisateurs fournirait un moyen d'ajouter rapidement de nouveaux métiers interprovinciaux mettant en cause moins de six provinces/territoires. Coexistant avec le processus de désignation déjà en place, le modèle groupe d'utilisateurs, grâce à sa souplesse accrue et à sa rapidité, permettrait aux gouvernements de répondre plus rapidement aux besoins de formation définis par l'industrie.

AUTRES MÉCANISMES DE RATIONALISATION

Outre le groupe d'utilisateurs, on a suggéré d'autres améliorations possibles au Programme des normes interprovinciales :

- . **Contrats régionaux :** Les provinces et territoires d'une région pourraient standardiser les programmes de formation/accréditation et accepter tous les certificats pour permettre la mobilité entre les frontières. Les provinces et territoires participants pourraient soit adopter une norme et un examen existants, soit élaborer et valider une norme mutuellement acceptée avec leurs industries respectives. Dans de telles circonstances, on ne s'adresserait pas au CCDA pour obtenir le sceau rouge.
- . **Élargir le mandat du CCDA :** Le CCDA pourrait se voir confier un mandat d'accréditation élargi qui faciliterait l'adoption de normes communes à toutes les provinces. Les critères d'accréditation des programmes devraient alors garantir des normes répondant aux besoins de l'industrie.
- . **Étendre le sceau rouge aux professions :** Le nombre de métiers désignés dans certaines provinces ne permet pas une plus grande participation aux métiers interprovinciaux. Pour parer à cette difficulté, des emplois autres que les métiers désignés/réglémentés pourraient devenir admissibles au sceau rouge ou à une accréditation interprovinciale semblable. ..
- . **Banques de questions :** Les provinces et territoires pourraient contribuer à des banques de questions d'examen pour accélérer le processus de préparation des examens. Les banques de questions seraient un élément essentiel d'un système automatisé de gestion des examens.

Toutes ces options pourraient contribuer à la rationalisation du Programme du Sceau rouge et méritent une étude plus approfondie de la part des Directeurs de l'apprentissage.

RECOMMANDATIONS AUX SOUS-MINISTRES

Les agents principaux recommandent aux sous-ministres :

1. d'approuver en principe le concept du groupe d'utilisateurs comme moyen temporaire de faciliter l'ajout de nouveaux métiers sanctionnés par le sceau rouge;

2. de demander au Conseil canadien des directeurs de l'apprentissage d'élaborer un processus de groupe d'utilisateurs acceptable, en consultation avec l'industrie, et de mettre en oeuvre des projets-pilotes de groupes d'utilisateurs dans deux ou trois nouveaux métiers avant la fin de 1992;
3. de demander au Conseil canadien des directeurs de l'apprentissage d'élaborer, en consultation avec l'industrie, d'autres moyens de rationaliser le Programme du Sceau rouge;
4. de demander au Conseil canadien des directeurs de l'apprentissage d'élaborer un plan de trois ans pour l'expansion du Programme des normes interprovinciales aux fins de présentation lors de la première réunion des sous-ministres fédéraux et provinciaux/territoriaux en 1993 et de fournir des rapports d'étape annuels aux sous-ministres. Le plan comprendra le délai d'exécution concernant les sept nouveaux métiers déjà identifiés ainsi que d'autres projets de rationalisation du Programme du Sceau rouge;
5. de fournir un rapport d'étape aux ministres lors de la réunion prévue pour l'automne 1992.

PROPOSITION DE SYSTÈME INTERPROVINCIAL DE GESTION INFORMATISÉE DES EXAMENS (SIGIE)

Le SIGIE est une initiative proposée par le Conseil canadien des directeurs de l'apprentissage (CCDA) pour moderniser le processus actuel de gestion et de préparation des examens interprovinciaux dans le cadre du Programme du Sceau rouge. On a réalisé un projet-pilote démontrant les fonctions constitution de banques de questions et gestion des examens du système proposé, ainsi qu'un système interprovincial de suivi des candidats. En se basant sur le prototype, les sous-ministres ont chargé le CCDA d'élaborer un plan général pour l'adoption du SIGIE à l'échelle nationale. Le plan présenté aux sous-ministres à Halifax le 19 février 1992 comprenait une recommandation de modèle de technologie de système, des solutions pour l'administration du système ainsi que des estimations des coûts de mise en oeuvre et d'entretien du système.

Le système proposé :

- réglerait un problème considérable concernant la préparation des examens pour les nouveaux métiers interprovinciaux;
- réduirait les inquiétudes au sujet de la sécurité des examens et éliminerait la nécessité de retirer un examen et de le préparer à nouveau lorsqu'il a été compromis;

- comporterait des fonctions de production automatisée des examens et de suivi national des candidats. Cela permettrait de surveiller les compétences des travailleurs ainsi que la mobilité au niveau interprovincial;
- donnerait la possibilité d'augmenter l'efficacité de la gestion des examens grâce aux fonctions automatisées de correction, d'analyse des examens et de mise à jour des dossiers;
- comporterait des possibilités d'élaborer des programmes qui pourraient s'étendre au-delà du Sceau rouge. Le système pourrait peut-être servir à identifier/standardiser le contenu fondamental de la formation pour les différents métiers et professions et on pourrait le rendre accessible aux collèges et au secteur privé;
- offrirait à chaque province ou territoire la possibilité d'utiliser le logiciel SIGIE à d'autres fins, notamment l'apprentissage et autres programmes reliés aux métiers et aux exigences de formation professionnelle.

Le système proposé n'automatise pas et n'accélère pas la préparation et la validation des questions d'examen. Le rapport du plan général recommande d'élargir la préparation de l'analyse nationale des professions (qui relève présentement de la CEIC) de manière à inclure la préparation et la validation, par secteur, des questions d'examen. Une étude des implications qu'entraîneraient l'acceptation de cette responsabilité par la CEIC et l'absorption d'une partie considérable des coûts pourrait s'avérer nécessaire à la lumière de la réforme constitutionnelle proposée.

Si on choisit de conserver les méthodes actuelles plutôt que d'utiliser la formule proposée de préparation des questions d'examen et de validation de l'industrie en faisant appel à des conseillers en sous-traitance, les avantages du SIGIE en termes de temps requis pour élargir le Programme du Sceau rouge pourraient être minimales.

Une importante exigence de mise en oeuvre du SIGIE serait la somme de 5 000 000 \$ nécessaire pour créer des banques de questions d'examen pour les 29 métiers approuvés par le Programme du Sceau rouge. Le Rapport du plan général n'aborde pas la manière dont ce coût, qui pourrait être prohibitif pour certaines provinces, serait partagé entre les membres du CCDA. Il faut donc prévoir des solutions de rechange et discuter davantage des façons possibles de convertir les métiers actuels au système SIGIE.

Le Rapport du plan général prévoit un délai d'un an et demi pour rendre le système opérationnel, délai qui est conditionnel à l'adoption du processus proposé de préparation des questions et de validation par des conseillers privés en sous-traitance. Si l'on refuse cette approche pour utiliser plutôt la méthode actuelle, le délai de mise en oeuvre pourrait être considérablement plus long.

QUESTIONS CONNEXES AU COÛT DE MISE AU POINT, D'EXPLOITATION ET DE MISE EN OEUVRE DU SIGIE

Un Rapport de plan général préparé par Price Waterhouse pour le Conseil canadien des directeurs de l'apprentissage (CCDA) le 6 décembre 1991 identifie les coûts estimatifs suivants pour la mise au point et l'exploitation d'un service SIGIE. Ces chiffres s'appliquent à la fois aux modèles d'administration du CCDA et d'EIC en ce qu'ils représentent les coûts réels du service. Dans le Rapport du plan général, on suggère que le financement réel nécessaire à l'exploitation du système en vertu du modèle de la CEIC pourrait s'avérer inférieur à ces estimations en raison de la possibilité de contributions en nature (comme du personnel détaché) du gouvernement fédéral. Il convient en outre de souligner que les coûts prévus d'élaboration et de validation de l'analyse des professions et des questions d'examen ont été établis d'après des processus recommandés concernant les principales activités entourant les examens. Le tableau de la page suivante présente une ventilation des coûts.

Coûts prévus de mise en place

Mise au point du SIGIE

Définition des exigences du SIGIE en termes d'applications	50 000 \$
Plan des exigences techniques du SIGIE	25 000
Conception et mise au point du SIGIE	
- conception des données	25 000
- détails (module des écrans et rapports)	35 000
- mise au point du module principal SIGIE	90 000
- mise au point du module provincial SIGIE	50 000

Soutien à la préparation des questions

À titre d'ordinateur frontal au SIGIE, mettre au point une application sur micro-ordinateur pour l'introduction, la mise en forme et le codage des questions d'examen	40 000
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<u>Acquisition du matériel et du logiciel d'exploitation (ordinateur central)</u>	130 000
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Services d'installation/mise en application

Services de sous-traitants pour aider à l'installation	<u>75 000</u>
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Total 520 000 \$

Frais d'exploitation annuels prévus

Personnel (salaires et avantages sociaux de 25 %)

Directeur du SIGIE	75 000 \$
Coordonnateur technique du SIGIE	62 000
Analyste technique	36 000
Préposé à l'exploitation/tâches de bureau	32 000
Perfectionnement du personnel et frais de déplacement	35 000

Soutien en matière de matériel et de logiciel

Soutien du logiciel d'application	100 000
Maintenance du matériel et du logiciel	15 000
Frais de télétraitement et d'interurbains	15 000

Autres

Fournitures d'exploitation	10 000 \$
Services de l'extérieur (services juridiques, comptabilité, assurance, etc.)	<u>20 000</u>

Total 400 000 \$

PRÉPARATION ET VALIDATION PAR L'INDUSTRIE D'UNE ANALYSE DES PROFESSIONS ET DE BANQUES DE QUESTIONS D'EXAMEN

Bien que le tableau donne les coûts estimatifs nécessaires à la mise au point et à l'exploitation d'un service SIGIE, il ne comprend pas les coûts estimatifs de préparation et de validation d'une analyse des professions et des questions d'examen pour les métiers compris dans le Programme du Sceau rouge. Ce sont là des conditions d'exploitation existantes et l'on suppose que les rôles et responsabilités actuels de la CEIC et du CCDA se poursuivraient pour ce qui est de l'analyse des professions. Le Rapport du plan général recommande cependant que, compte tenu de l'augmentation du nombre de questions d'examen nécessaire pour chaque métier en vertu d'un système de banques de questions comme le SIGIE, le processus de préparation et de validation des questions soit modifié pour atteindre une plus grande efficacité. À ce sujet, le Rapport du plan général recommande ceci :

À l'heure actuelle, la CEIC appuie le Programme du Sceau rouge en préparant une analyse décrivant le contenu des professions. L'extension logique des responsabilités actuelles consisterait, pour les sous-traitants auxquels la CEIC fait appel, à préparer des questions d'examen qui évalueraient la compétence à s'acquitter des fonctions et sous-fonctions définies dans le cadre de l'analyse des professions. Cette division des responsabilités répondrait au besoin d'une banque de questions d'examen pour le SIGIE, et permettrait à la CEIC de s'orienter vers l'automatisation de l'information sur les carrières au sein de la structure de la Classification nationale des professions.

Si la recommandation ci-dessus, qui est l'une des principales exigences de la mise en exploitation d'un service SIGIE en vertu de l'un des deux modèles d'administration, n'était pas acceptée, il faudrait alors faire d'autres analyses des coûts et discuter davantage des solutions de rechange possibles. Même si les rôles et responsabilités respectifs de la CEIC et du CCDA concernant la préparation et la validation d'une analyse des professions et de questions d'examen étaient acceptables tels qu'ils sont recommandés, il faudrait faire une étude plus poussée des solutions de rechange et analyser les coûts de conversion des métiers actuels du Programme du Sceau rouge au système SIGIE (p. ex. est-il nécessaire de les convertir tous en même temps, etc.).

Le Rapport du plan général comprend les coûts estimatifs de préparation de questions d'examen selon une méthode recommandée faisant directement appel à l'industrie, à l'échelle nationale. Les frais qui seraient engagés en vertu d'un modèle d'administration CEIC ou CCDA sont présentés ainsi dans l'annexe B du rapport :

<u>Coût estimatif par métier, à 1 000 questions par métier</u>	194 000 \$
<u>Coût estimatif de création de banques de questions pour les 29 métiers actuels du Programme du Sceau rouge</u>	4 775 938

La création de banques de questions est l'élément le plus important en termes de coût et de mise en oeuvre d'un service SIGIE. Bien que cet élément soit nécessaire sans égard au modèle d'administration utilisé, il faut être conscient du fait que la modification de la méthode proposée de préparation des questions d'examen ou des rôles/responsabilités actuels de la CEIC et du CCDA pourrait sérieusement affecter les exigences de mise en application du SIGIE.

RECOMMANDATIONS AUX SOUS-MINISTRES

Les agents principaux recommandent aux sous-ministres :

1. d'approuver en principe l'adoption du modèle SIGIE comme moyen de rationaliser le processus de préparation des examens;
2. d'autoriser le CCDA à procéder à d'autres analyses de coût et à élaborer des solutions de rechange concernant :
 - . l'installation du groupe d'administration du SIGIE indépendamment de la CEIC;
 - . la conversion au SIGIE des métiers actuels du Programme du Sceau rouge;
 - . la possibilité de confier l'administration du SIGIE en sous-traitance à une tierce partie.
3. de prendre une décision finale concernant la mise en oeuvre du SIGIE lors de leur première réunion de 1993.

ANNEXE I

Processus possible de groupe d'utilisateurs

- Un métier de groupe d'utilisateurs serait autorisé par le CCDA.
- Un métier de groupe d'utilisateurs pourrait être établi par au moins deux provinces ayant désigné/réglementé le métier¹ en question et qui comptent ensemble au moins 60 pour 100 du nombre total d'apprentis exerçant ce métier au Canada. On ne pourrait créer qu'un groupe d'utilisateurs pour chaque métier.
- Les provinces participantes pourraient soit adopter une norme professionnelle et un examen existants, soit procéder à une analyse des professions et élaborer un examen interprovincial.
- Le groupe d'utilisateurs déposerait un avis de motion auprès du CCDA, qui en avertirait toutes les provinces. Ces dernières se verraient accorder 30 jours pour y répondre.
- Les critères d'approbation seraient semblables à ceux de la Ligne directrice 1 du Programme des normes interprovinciales, c'est-à-dire :
 - . Est-ce un nouveau métier?
 - . Est-ce un métier spécialisé reconnu et devenant un facteur important dans l'industrie?
 - . Les provinces et territoires sont-ils disposés à élaborer et à valider un nouvel examen si cela est nécessaire?
 - . La CEIC pourra-t-elle produire une analyse des professions si cela est nécessaire?
 - . Il faut tenir compte de toute opposition à la désignation, ainsi que de la nature de l'opposition.
- La reconnaissance du métier exigerait le consentement de la majorité des provinces/territoires qui l'ont désigné/réglementé. L'absence d'une réponse au bout de 30 jours serait considérée comme un consentement.
- L'examen, qui est à l'heure actuelle unilingue, devrait être traduit.

¹ En raison des différentes définitions provinciales du terme désignation, ce terme renvoie ici à tout métier qui fonctionne selon des normes approuvées par la province.

MEETING OF THE INTERPROVINCIAL SPORT AND RECREATION COUNCIL



Sport Funding Guidelines and Procedures

1992/93

British Columbia

TORONTO, Ontario
June 2 and 4, 1992

BRITISH COLUMBIA

SPORT FUNDING GUIDELINES AND PROCEDURES

1992/93

**FOR PROVINCIAL SPORT ORGANIZATIONS SEEKING FUNDING FROM THE PHYSICAL FITNESS AND AMATEUR
SPORT FUND AND THE LOTTERY FUND**



Province of British Columbia
Ministry of Municipal Affairs, Planning and Revenue
Room 2000, 1000 Burrard Street, Vancouver, B.C. V6Z 1G6

BRITISH COLUMBIA

SPORT FUNDING GUIDELINES AND PROCEDURES

1992/93

**FOR PROVINCIAL SPORT ORGANIZATIONS SEEKING FUNDING FROM THE PHYSICAL FITNESS AND AMATEUR
SPORT FUND AND THE LOTTERY FUND**

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RATIONALE FOR PUBLIC FUNDING OF SPORT AND RECREATION

Sport and Recreation play a major role in community development by creating socially and economically desirable outcomes:

- * they develop the mind and body from the young child to the older adult;
- * they encourage a healthy, active lifestyle, improve health and reduce public health care costs;
- * they generate substantial consumer expenditure and resultant tax revenues;
- * they provide enjoyment and satisfaction for millions of Canadians; and
- * sporting success enhances community pride, national morale and unity and international prestige.

SPORT SERVICES BRANCH - Mission Statement

to support and guide the provision of opportunities for all citizens of British Columbia to engage in the sporting activity of their choice, up to the level of their personal commitment and ability

SPORT SERVICES BRANCH - Goals

- 1) to determine the financial requirements of the provincial amateur sport system commensurate with public policy objectives and to be accountable for the effective and efficient allocation of public funds within the system
- 2) to guide and assist PSOs to become self-sufficient, effective and accountable in their operations and delivery of services to their membership and other support groups
- 3) to work with PSOs so that all athletes in British Columbia can compete in an informed, fair, disciplined and ethical environment where girls and women, our aboriginal population and people with disabilities have a complete range of choices and equity as athletes, coaches, officials and administrators in sport
- 4) to emphasize coaching development in British Columbia through a commitment to the training and recognition of coaches so that the amateur sport system can provide citizens in every zone of the Province with access to coach education programs and ensure that every B. C. athlete is guided by a "qualified" coach
- 5) to prepare fully all provincial teams for optimum performance as representatives of the Province at all national championships as well as regional and national multi-sport games
- 6) to partner with PSOs in the development of an integrated, province-wide sport delivery system which meets the needs of athletes, coaches, officials and paramedics from the community level of participation through to high performance levels of competition

MISSION STATEMENT:

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SPORT SERVICES BRANCH - Goals (cont'd)

- 7) to assist British Columbia athletes, coaches, officials and paramedics achieve representation on national teams, at major international championships and multi-sport games
- 8) to assist municipal authorities and PSOs in planning for the hosting of major championships and multi-sport games and in the development of requisite facilities
- 9) to liaise with other ministries and provincial governments, the Federal Government and other national and international sport organizations, for the benefit of sport in British Columbia and to encourage initiatives which will enhance sport delivery in the Province

INTRODUCTION

The Government of British Columbia recognizes Provincial Sport Organizations as autonomous, formally constituted, non-profit, largely volunteer agencies responsible for the regulation of competition within the Province and for the governance of the province-wide development of the respective sport.

In 1969 the Government of British Columbia established a perpetual fund, the Physical Fitness and Amateur Sport Fund [PFASF], the interest from which would be used to enhance the physical fitness of the residents of the Province and to increase the participation by British Columbians in amateur sports. The initial endowment of \$10 million in 1969 was supplemented by subsequent endowments of \$5 million in 1973 and 1974 for a total endowment of \$20 million. The interest on this endowment totals approximately \$1.5 million annually. Since 1975, this interest has been further supplemented by funds earned from the sale of lottery tickets in the Province. In 1991 \$8 million of lottery revenues was spent on programs established under the Physical Fitness and Amateur Sport Fund.

The guidelines and procedures in this manual determine how the monies from the interest on the endowment and the transfer from the Lottery Fund are made available to Provincial Sport Organizations [PSO's].

Funds are provided to Provincial Sport Organizations, on a cost sharing basis, to enable the implementation of a wide range of provincially significant projects in three program areas - ORGANIZATION DEVELOPMENT, COACHING DEVELOPMENT and ATHLETE DEVELOPMENT.

On May 29, 1991, at Langara College in Vancouver, a meeting was held between Division staff and representatives of over 60 Provincial Sport Organizations where a three-year plan was introduced to modify PFASF funding. At that time a revised classification and funding allocation methodology was introduced, which was welcomed by those in attendance and strongly endorsed by a large majority of those who subsequently submitted their comments to the Division.

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INTRODUCTION - (cont'd)

Revisions are driven by two principles leading to **system well-being**.

Equity - requires the fair application of principles and criteria relating to funding in a consistent manner to all applicants.

Rationalization - means that the distribution of funds to individual PSOs conforms with relative performance.

System well-being is based on the concept that the primary objective in allocating provincial funds to the amateur sport sector is not to promote the interest of individual sports per se, but rather through supporting individual PSOs to enhance provincial sport as a whole.

Provincial Sport Organizations which meet eligibility criteria have been placed, through an Organization Classification System, in one of five levels with Level I containing small or emerging sport organizations through to Level V which includes the largest and more comprehensive organizations.

The Organization Classification System, developed in 1987, is undergoing modification so that placement in each level will be based on defined characteristics and performance criteria. Essential to the effectiveness of this System is the establishment of minimum and maximum funding limits for each level with the range increasing within levels as the levels ascend to correspond with the increasing complexity, range and scope of operations of larger PSOs. Equally important is the opportunity for PSOs to move through the system based on their growth and performance.

PSOs will be provided an opportunity for an in-depth assessment meeting, **SPORT DISCOVERY**, with Sport Services Branch staff once every three years. One of the fundamental purposes of the meetings will be to ascertain if a PSO has been assigned to the appropriate level and if is appropriately placed within that level.

ROLES AND RESPONSIBILITIES - Sport Services Branch Staff

In order to ensure the fair and equitable allocation of Physical Fitness and Amateur Sport Fund and Lottery Fund monies, Sport Services Branch officials are responsible for:

- a) **Developing and implementing policies;**
- b) **Advising Provincial Sport Organizations on the application of policies and procedures related to the Application for Financial Assistance, Sport Macroscopic and Annual Report and ensuring that this process leads to the appropriate development of the organization, consistent with Provincial goals;**
- c) **Reviewing the Application for Financial Assistance and making recommendations to the Minister thereon in accordance with the approved policies;**
- d) **Processing, in a timely manner, contributions to PSO's;**
- e) **Evaluating the efficiency and effectiveness of Sport Services Branch activities.**

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ROLES AND RESPONSIBILITIES - Provincial Sport Organizations

In order to effectively utilize the Physical Fitness and Amateur Sport Fund and Lottery monies for sport development province-wide the Provincial Sport Organizations are responsible for:

- a) Preparing a Sport Macroscopic for sport development across the Province commensurate with both the needs of the organization and the availability of resources;
- b) Evaluating the previous year's program relative to established performance objectives and preparing an Annual Report of the accomplishments of the organization's programs for the previous year and submitting it to the Sport Services Branch;
- c) Completing an Application for Financial Assistance, including generating Performance Objectives, and submitting this material to the Sport Services Branch in accordance with PFASF Policy;
- d) Submitting an accurately completed Annual Report and Application for Financial Assistance before the established deadlines;
- e) Allocating the monies received from the Physical Fitness and Amateur Sport Fund in order to meet the performance objectives;
- f) Acknowledging publicly the funding provided by the Physical Fitness and Amateur Sport Fund for all projects, materials, or events which are financially assisted; and
- g) Providing an audited financial statement and other financial information in accordance with guidelines and reporting procedures established by the Ministry
- h) Addressing, in a responsible way, public policy issues including gender equity, fair play, anti-doping and non-exclusionary policies embracing the principle of equity of opportunity for persons with disabilities and our aboriginal population.

ELIGIBILITY CRITERIA

In order to become recognized as the Provincial Governing Body for a sporting activity, an organization must meet the following criteria:

1. The organization must be registered, AND IN GOOD STANDING, under the Society Act for a minimum of two (2) years and contain the words British Columbia (B.C.) in the name of the organization, eg: The _____ Organization of British Columbia (B.C.) or, The British Columbia (B.C.) _____ Organization.
2. 60% of the existing organized provincial membership must be members of the organization and it must have a minimum of three hundred (300) members in at least four (4) zones of the Province, with a minimum of twenty five (25) members in each zone.
3. The organization must meet one of the following definitions:
 - a) A Provincial Sport Organization's activity must be a physical activity involving large muscle groups, requiring mental preparation and strategic methods and whose outcome is determined by skill, not chance. It must occur in an amateur, organized, structured and competitive environment in which a winner is declared. Its primary activity involves interaction of the participant and the environment [air, water, ground, floor or apparatus], and therefore no activity in which the performance of a motorized vehicle is the primary determinant of the outcome of the competition is eligible.
 - b) A Support Organization's primary purpose must be to provide services to PSO's recognized under the terms of the PFASF.

MISSION STATEMENT:

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ELIGIBILITY CRITERIA (cont'd)

4. The Purposes of the organization's Constitution must include:
 - a) a "growth of the activity" objective.
 - b) a "dissolution" provision.
 - c) a "not for profit" provision.
5. The organization must be the provincial member of an appropriate national organization recognized by Sport Canada or the Canadian Olympic Association. *The Branch reserves the right to recognize additional organizations which meet all other criteria, have a history of significant and strong provincial membership, and have viable sister organizations in a minimum of two other provinces. These organizations are eligible for consideration for Level 1 or 2 funding only.*
6. Membership dues must be collected to subsidize basic member services and the organization must generate significant funds through self-help.
7. The organization must rely primarily on volunteer effort.
8. The organization must be recognized as the provincial authority for the activity with only one organization per activity eligible for funding. *This would preclude funding for age or gender specific organizations, a target that will take three years to achieve.*

Organizations wishing to become recognized as eligible for financial assistance are advised that a three year moratorium has been instituted. Therefore, no new organizations will be considered until the 1994/95 fiscal year.

THE LEVEL SYSTEM - Proposed Classification Characteristics

LEVEL	MEMBERSHIP	ORGANIZATION DEVELOPMENT	COACHING DEVELOPMENT	ATHLETE DEVELOPMENT
5	>2500 with a minimum of 50 members in each of 8 zones	<ul style="list-style-type: none"> * Executive Director f/t * Technical Director f/t or p/t * support staff f/t 	<ul style="list-style-type: none"> * Provincial Coach f/t * Level 4/5 NCCP available 	<ul style="list-style-type: none"> * athletes on national teams * manage provincial and regional training centres
4	>1500 with a minimum of 50 members in each of 7 zones	<ul style="list-style-type: none"> * Executive Director f/t * Technical Director p/t * support staff f/t 	<ul style="list-style-type: none"> * Provincial Coach f/t or p/t * Level 4 NCCP available 	<ul style="list-style-type: none"> * multi-year high performance programs/Team BC/Multi-sport games involvement * manage provincial training centre
3	>800 with a minimum of 25 members in each of 6 zones	<ul style="list-style-type: none"> * Executive Director f/t or p/t * paid administrative support * maintain an office 	<ul style="list-style-type: none"> * Provincial Coach p/t * Level 3 NCCP available * MCC (technical) in province 	<ul style="list-style-type: none"> * provincial selects program * annual high performance program
2	>500 with a minimum of 25 members in each of 4 zones	<ul style="list-style-type: none"> * paid administrative support * policy manual 	<ul style="list-style-type: none"> * Provincial Coach (volunteer) * Level 2 NCCP or equivalent available * CC's (technical) in province 	<ul style="list-style-type: none"> * zonal playdowns leading to provincial championships * formalized athlete development structure, complete with model
1	>300 with a minimum of 25 members in each of 4 zones	<ul style="list-style-type: none"> * representative Board of Directors * committee structure in place 	<ul style="list-style-type: none"> * coaching committee in place * written coaching development program, complete with model 	<ul style="list-style-type: none"> * provincial championships * athlete development committee

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APPLICATION PROCEDURES - Annual Application for Financial Assistance

It is the responsibility of the applicant to ensure that all forms and supporting documents are complete, accurate, within any budgetary guidelines established by the Ministry and received by the Sport Services Branch on or before March 18, 1992. The information/documentation required is:

- a) Application for Financial Assistance
- b) photocopy of Certificate of Good Standing
- c) projected 1992/93 budget
- d) Director's list
- e) staff list

Information must be typed and submitted to the:

Sport Contributions Manager
Sport Services Branch
800 Johnson Street
Victoria, British Columbia
V8V 1X4

The Minister of Municipal Affairs, Recreation and Housing makes all award decisions relating to funding from the Physical Fitness and Amateur Sport Fund.

APPLICATION PROCEDURES - 1992/93 Deadlines

JANUARY		
FEBRUARY	21	Block, Domestic Championship Hosting, High Performance Coaching and Annual Report materials distributed
MARCH	18	Sport Macroscope returned to Branch Block, Domestic Championship Hosting and High Performance Coaching applications returned to Branch
APRIL		
MAY	15	Annual Report materials, including Status Report, returned to Branch
JUNE	30	* Optional Sport Macroscope submission date
JULY		
AUGUST		
SEPTEMBER	30	Final date for receipt, by Branch, of audited financial statement * Optional Sport Macroscope submission date
OCTOBER		
NOVEMBER		
DECEMBER		

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ACCOUNTABILITY REQUIREMENTS - Program Accountability - Annual Report

Organizations are required to submit the following information to the Sport Services Branch before May 15/92.

- a) Status Report for 1990/91
- b) Performance Measures Report for 1990/91
- c) year-end financial report for 1990/91 (not independently verified)

In order to enable the ongoing monitoring of the activities of organizations throughout the year, organizations receiving Physical Fitness and Amateur Sport Fund monies are required to forward the following to the Branch at the time of distribution:

- a) minutes of the Annual General Meeting,
- b) reports to the Annual General Meeting,
- c) minutes - Board of Directors Meetings, and
- d) provincial newsletter.

ACCOUNTABILITY REQUIREMENTS - Financial Accountability - Financial Statement

All organizations receiving a Block Contribution from the Physical Fitness and Amateur Sport Fund greater than \$35,000 must file an audited financial statement with the Branch. *This would include all Level 3, 4 and 5 sports.*

Those organizations which receive a Block Contribution less than \$35,000 per year (Level 1 and 2 sports) may:

- 1) file an audited financial statement, accompanied by an Auditor's Report, prepared by an Independent, qualified accountant, and signed by two Directors.
- 2) file an unaudited financial statement, accompanied by a Review Engagement Report, prepared by an Independent, qualified accountant, and signed by two Directors.

Financial statements must clearly indicate the receipt and expenditure of Physical Fitness and Amateur Sport Fund and Lottery Fund monies and shall include:

- a) Auditor's or Review Engagement Report - signed by the Accountant.
- b) Balance Sheet.
- c) Statement of Revenues and Expenditures.
- d) Comparative figures from previous year.
- e) Statement of Changes in Financial Position on a Cash Basis.
- f) Consolidated Financial Statement, if appropriate.

Organizations which fail to file by September 30, 1992 become societies NOT in good standing with the Division and, hence, not eligible to receive further funds from the Physical Fitness and Amateur Sport Fund. Further, funds not claimed by December 31/92 will be subject to reallocation at the discretion of the Minister.

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APPEAL PROCEDURE

Applicants with concerns regarding the funding provided should promptly raise their concerns and obtain clarification from their Sport Services Coordinator. Applicants who wish to appeal a funding decision must do so, in writing, to the Minister within six weeks of notice of the decision.

Grounds for appeal are limited to a claim that either the review process was not properly followed or that new information was not available at the March 18/92 deadline.

PROVINCIAL ACKNOWLEDGEMENT/RECOGNITION

The Province of British Columbia provides assistance to hundreds of recreation and sport organizations each year in order to complement the efforts of volunteers in developing recreation and sport throughout British Columbia.

Organizations receiving funding must suitably acknowledge the financial assistance of the Provincial Government in all letterhead, publications, posters, videos, etc. ALL PROGRAMS assisted by the Government must be suitably acknowledged in the program materials. Failure to comply may result in suspension of funding.

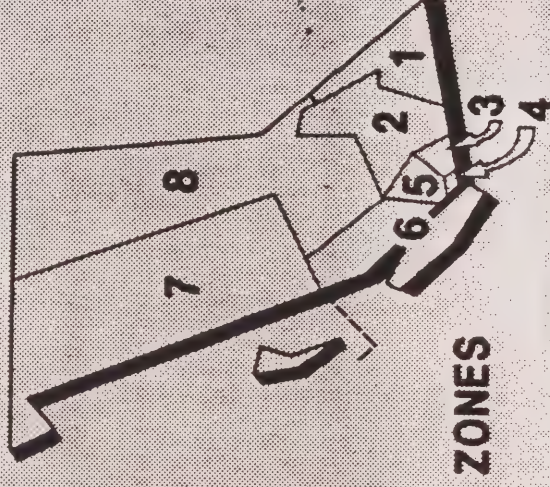
Suitable banners, posters and camera ready copy of credit lines are available upon request from the Division's Communications Coordinator.

SPORT AND RECREATION ZONES

In order to foster and monitor the development of sport throughout B.C., the Province has been divided into eight Sport and Recreation zones. All provincial sport organizations are encouraged to align the Organization's zone boundaries with the boundaries of the B.C. Sport and Recreation Zones, to establish their provincial development objectives on a zone by zone basis and to appoint or elect one director for each zone (where size of membership warrants).

It is desirable, but not required, for organizations to use the zones for implementation of all development programs and for regional competition programs to be based on these zones, however, it is not compulsory to modify long-standing regional competitive structures. Information submitted in all reports to the Branch must use the Sport and Recreation Zones.

1. = Kootenay = K
2. = Okanagan = O
3. = Fraser Valley = F
4. = Delta = D
5. = Vancouver-Squamish = V
6. = Vancouver Island = I
7. = North West = W
8. = North East = E



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SPORT AND RECREATION ZONES - (cont'd)

Zone 1 - KOOTENAYS

Regional Districts of Central Kootenay, East Kootenay, Kootenay Boundary and Electoral Area A of Columbia-Shuswap Regional District.

Centres: Castlegar, Cranbrook, Creston, Fernie, Golden, Grand Forks, Kimberly, Nelson, Roseland, Trail.

Zone 2 - OKANAGAN

Regional Districts of Central Okanagan, Columbia-Shuswap (excluding Electoral Area A), North Okanagan, Okanagan-Similkameen, Thompson-Nicola, Electoral Areas A & B of the Squamish-Lillooet R.D.

Centres: Ashcroft, Armstrong, Enderby, Kamloops, Kelowna, Lillooet, Merritt, Peachland, Penticton, Princeton, Revelstoke, Salmon Arm, Summerland, Vernon.

Zone 3 - FRASER VALLEY

Regional Districts of Central Fraser Valley, Dewdney Alouette, Fraser-Cheam. The District of Surrey, the District of Coquitlam, Port Moody, Surrey, White Rock.

Centres: Abbotsford, Chilliwack, Coquitlam, Hope, Langley, Maple Ridge, Matsqui, Mission, Pitt Meadows, Port Coquitlam, Port Moody, Surrey, White Rock.

Zone 4 - DELTA

The District of Burnaby, the Corporation of Delta, The City of New Westminster, The Township of Richmond.

Zone 5 - VANCOUVER-SQUAMISH

The Regional Districts of Squamish-Lillooet, (excluding Electoral Areas A and B), Sunshine Coast. Electoral Areas A, B and C of the Greater Vancouver Regional District, The Districts of North and West Vancouver, the City of Vancouver, The City of North Vancouver, the Village of Lions Bay.

Centres: Gibsons, North Vancouver, Sechelt, Squamish, Vancouver, West Vancouver.

Zone 6 - VANCOUVER ISLAND

The Regional Districts of Alberni-Clayoquot, Capital, Central Coast, Comox-Strathcona, Cowichan Valley, Mount Waddington, Nanaimo, Powell River.

Centres: Campbell River, Comox, Courtenay, Cumberland, Duncan, Equiset, Ladysmith, Nanaimo, North Cowichan, Ocean Falls, Oak Bay, Port Alberni, Port Hardy, Powell River, Saanich, Sidney, Victoria.

Zone 7 - NORTH WEST

The Regional Districts of Bulkley-Nechako, Kitimat-Stikine Region, Skeena-Queen Charlotte.

Centres: Burns Lake, Houston, Kitimat, Masset, Port Clements, Prince Rupert, Smithers, Stewart, Terrace, Vanderhoof.

Zone 8 - NORTH EAST

The Regional Districts of Cariboo, Fraser-Fort George, Peace River-Liard.

Centres: Dawson Creek, Fort Nelson, Fort St. John, Hudson Hope, Prince George, Quesnel, Williams Lake.

DOCUMENT: 870-226/033

MEETING OF THE INTERPROVINCIAL SPORT AND RECREATION COUNCIL



Sport Macroscopic :

A Planning Guide for Provincial Sport Organizations

1992/93

British Columbia

TORONTO, Ontario
June 2 and 4, 1992

BRITISH COLUMBIA

SPORT MACROSCOPE:

a planning guide for Provincial Sport Organizations

1992/93

SPORT AND RECREATION DIVISION



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BRITISH COLUMBIA

S P O R T M A C R O S C O P E :

a planning guide for Provincial Sport Organizations

1992/93

SPORT AND RECREATION DIVISION

SPORT MACROSCOPE 1992/93

SPORT SERVICES BRANCH

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The **Sport Macroscopic**, developed by the Sport and Recreation Division, is intended to fulfil **three** principal functions.

- * Firstly, Provincial Sport Organizations (PSOs) can use the **Current Status Evaluation** as a snapshot from which they can **identify** their major **strengths** and **weaknesses**.
- * Secondly, the **Action columns** can be used to **determine** areas of **priority** for the coming years.
- * Thirdly, it will provide the Division with **information** in the key **Program Areas of organization development, coaching development, athlete development and officials development**.

Each **Program Area** has been divided into a number of **Sections**, each considered vital to the overall effectiveness of program delivery. Successful delivery within each area will result in a number of measurable preferred outcomes.

PROGRAM AREAS

ORGANIZATION DEVELOPMENT	
1.	STRUCTURE AND PLANNING
2.	POLICY DEVELOPMENT
3.	HUMAN RESOURCES
4.	FINANCIAL MANAGEMENT
5.	MEMBERSHIP SERVICES

COACHING DEVELOPMENT	
1.	RECRUITMENT AND ACCESS
2.	EDUCATION AND TRAINING
3.	SUPPORT PROGRAMS
4.	EVALUATION
5.	COMPETITION
6.	RETENTION

SPORT MACROSCOPE 1992/93

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PROGRAM AREAS (cont'd)

<i>ATHLETE DEVELOPMENT</i>
1. RECRUITMENT AND ACCESS
2. TALENT IDENTIFICATION
3. TRAINING
4. EVALUATION
5. COMPETITION
6. RETENTION

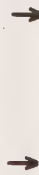
<i>OFFICIALS DEVELOPMENT</i>
1. RECRUITMENT AND ACCESS
2. EDUCATION AND TRAINING
3. SUPPORT PROGRAMS
4. EVALUATION
5. COMPETITION
6. RETENTION

The Sport Services Branch anticipates that all Provincial Sport Organizations will find the Sport Macroscopic of value, either as a primary planning tool, or as an adjunct to their own planning process.

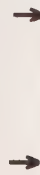
We encourage PSOs to offer member associations or clubs the opportunity to complete all or part of the Sport Macroscopic for their own operations. This would, in time, allow for consistent terminology and planning focus within individual sports and across the provincial sport system.

HOW TO BENEFIT FROM THE SPORT MACROSCOPE: 5 EASY STEPS !

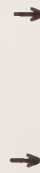
1) COMMIT



2) INVOLVE



3) COMPLETE



"Proper planning produces peak performance!" Planning is successful where there is a **commitment**; a commitment on the part of the PSO's leaders to honestly determine where their sport is and where it could be.

The quality of a planning process is only as good as **input** from the membership. Consequently, copies of the Sport Macroscopic should be **distributed to Board Members, senior staff, committee chairs, senior coaches, senior officials and select athletes** to ensure that these **contributors** thoroughly and accurately reflect the pulse of your organization.

It is suggested that PSOs ask **contributors to complete all Program Areas** within the Sport Macroscopic by **circling** their responses to each question.

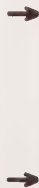
Responses in the **Current Status column** must be candid. The response options (N/A to 5) are based on the premise that an answer of **"(2) satisfactory"** means that the program or service is functioning at an **acceptable** level as **determined by the PSO**.

The second responsibility of the contributors is to **complete the 1992, 1993 and 1994 Action columns** by choosing a response from the **Proposed Action** selection at the bottom of each page. These options should not be viewed as positive or negative. Consequently, a **"(B) reduce"** or a **"(C) maintain"** response is nothing more than the proposed best alternative with no value judgement made.

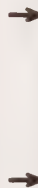
HOW TO BENEFIT FROM THE SPORT MACROSCOPE: 5 EASY STEPS !

(cont'd)

3) COMPLETE (cont'd)



4) CONSENSUS



5) ACTIVATE

Thirdly, contributors should **develop** and **record** on the **Action Plan Summary** sheets a series of **Action Statements** for the 1992/93 fiscal period. These Action Statements will, for the most part, reflect "(D) upgrade" and "(E) special initiative decisions. They should be brief, defined by time and measurable. Examples are provided on the next page.

It is expected that the PSO will coordinate an opportunity for the various contributors to **share** their views and recommendations with the end result being a series of **consensus** decisions. These will be recorded in the spiral bound copy of the Sport Macroscopic for retention by the PSO and will also be recorded in a second copy for submission to the Sport Services Branch.

Without implementation, the best plans are unfulfilled. Consequently, the action statements must be **ranked**, have a **budget** set and be **assigned** to various staff and volunteers. Because the actions are measurable, it is a relatively simple process to **evaluate** both the action and its impact.

EXAMPLES

ACTION PLAN SUMMARY

1.	To develop introduction to coaching materials, and to pilot the new course in Kelowna, Nanaimo and Terrace in June/92.
2.	To conduct a "Women in Coaching" clinic in Vancouver in November/92 to encourage more women to enter our coaching ranks and to offer networking opportunities.
3.	By July/92, to negotiate with Kamloops Municipal Council, School District # 24 and local clubs to develop a Regional Training Centre to serve the central interior.
4.	To expand our Officials Recognition Program by creating an "Official of the Month" article in our newsletter beginning in January/93.
5.	To increase our self-generated revenues by 10% in the 1992/93 fiscal year by acquiring a casino license and hosting a provincial tour between our National Team and the Brazilian National Team.

GLOSSARY

ATHLETE ASSISTANCE PROGRAM CRITERIA	the standards which an athlete must meet in order to receive funding through the Provincial Athlete Assistance Program
ATHLETE DEVELOPMENT MODEL	a diagram that shows the progressive development route for athletes from entry level to national team
CASH FLOW ANALYSIS	the process of projecting, monthly for a fiscal year, when and from what sources cash enters the PSO and when and for what purpose cash leaves
COACHING DEVELOPMENT MODEL	a diagram that shows the progressive development route for coaches from entry level certification to National Team Coach
CODE OF ETHICS	statements that define the acceptable, morally-sound behaviour of the PSO
COURSE CONDUCTOR	an individual who is certified (by meeting the requirements of the NCCP) to become an instructor of NCCP Theory or Technical courses
EARLY COMPETITOR	an individual involved in the initial or early stage of competition within a sport
ENTRY LEVEL PARTICIPANT	an individual who has had only limited exposure to a sport where the activity often includes modified rules or equipment
EVALUATION	the ongoing process whereby the progress of a talent-identified individual is monitored and assessed against a set of criteria at predetermined points in their development
GOALS	general statements that describe the long-term intentions of the PSO
HIGH PERFORMANCE ATHLETE	an individual who has been identified through competitive achievement as having the skill, ability and interest in competing at the national and international level and who intensively trains year-round
HIGH INTENSITY ATHLETE	an individual who makes a regular commitment to a sport and competes and trains regularly, 4 to 5 times per week on a year-round basis, but has not yet advanced to the high performance sport system

GLOSSARY (cont'd)

HOMOGENEOUS SPORTS	<i>sports having a primary characteristic in common e.g.) power, endurance/power, endurance/target, target, team, technical and perceptual, technical and acrobatic, technical and carriage, combative and artistic</i>
LOW INTENSITY ATHLETE	<i>an individual who possesses medium level sport skills and who would compete 1 or 2 times per week, on a seasonal basis, without any commitment to highly technical training</i>
MASTER COURSE CONDUCTOR	<i>an individual who is certified (by meeting the requirements of the NCCP) to train Course Conductors</i>
OBJECTIVES	<i>the specific, measurable and attainable steps that allow goals to be realized</i>
NATIONAL TRAINING CENTRE	<i>a venue that has been designated by a National Sport Organization as a centre where national team athletes train and compete</i>
OFFICIALS DEVELOPMENT MODEL	<i>a diagram that shows the development route for officials from entry level to international certification</i>
ORIENTATION PROGRAM	<i>a formal process to acquaint volunteers and staff with all pertinent PSO information that will allow them to fully function at an early date</i>
PERFORMANCE REVIEW	<i>a formal, regularly scheduled process where the work of an employee or volunteer is evaluated and discussed with them</i>
RECOGNITION	<i>a formal acknowledgement of the contribution of an individual or group to the PSO</i>
RECRUITMENT	<i>a system or program designed to enrol individuals into the PSO</i>
REGIONAL TRAINING CENTRE	<i>a facility or facilities designated and managed with the mandate to coordinate the delivery of PSO programs at the community level</i>

GLOSSARY (cont'd)

REVIEW ENGAGEMENT REPORT	<i>a report prepared by a professional accountant which adds accounting credibility to the PSO's financial statements by determining plausibility through enquiry, comparison and discussion where Accountant's Comments rather than an Auditor's Opinion result</i>
SPORT SPECIFIC THEORY	<i>a NCCP program that combines both technical and theory certification requirements in one course</i>
TALENT IDENTIFICATION SYSTEM	<i>a one-time process whereby athletes are measured against indicators of success to determine if they should be selected for the PSO's talent pool</i>
TALENT SCOUT	<i>an individual, usually a club or school coach, who has been trained and designated by the PSO to rate athletes against success indicators as part of the talent identification process</i>
TRAINING	<i>an applied program (usually year-round) that uses appropriate sport science principles and is designed so that the athlete is appropriately prepared for all competitions</i>
WOMEN IN SPORT LEADERSHIP" PROGRAM	<i>a program introduced by the Coaching Association of Canada which aims to increase coaching employment opportunities for women by providing wage subsidies and educational grants to women interested in a career in coaching</i>
WORKPLAN	<i>a statement of the annual plan of action used by an individual to meet PSO goals and objectives. A workplan is usually accompanied by a detailed timeline and a set of measurable outcomes against which the individual responsible for the work can be evaluated</i>

ORGANIZATION DEVELOPMENT

(1) STRUCTURE AND PLANNING

HOW WOULD YOU RATE YOUR:	CURRENT STATUS	1992 ACTION	1993 ACTION	1994 ACTION
1. Constitution?	N/A 0 1 2 3 4 5	N/A A B C D E	N/A A B C D E	N/A A B C D E
2. By-laws?	N/A 0 1 2 3 4 5	N/A A B C D E	N/A A B C D E	N/A A B C D E
3. System for updating your Constitution and By-laws?	N/A 0 1 2 3 4 5	N/A A B C D E	N/A A B C D E	N/A A B C D E
4. Written Mission Statement?	N/A 0 1 2 3 4 5	N/A A B C D E	N/A A B C D E	N/A A B C D E
5. Goals and objectives?	N/A 0 1 2 3 4 5	N/A A B C D E	N/A A B C D E	N/A A B C D E
6. Code of Ethics?	N/A 0 1 2 3 4 5	N/A A B C D E	N/A A B C D E	N/A A B C D E
7. Multi-year plan in relation to:				
a) process for development?	N/A 0 1 2 3 4 5	N/A A B C D E	N/A A B C D E	N/A A B C D E
b) content?	N/A 0 1 2 3 4 5	N/A A B C D E	N/A A B C D E	N/A A B C D E
c) implementation?	N/A 0 1 2 3 4 5	N/A A B C D E	N/A A B C D E	N/A A B C D E
d) review/evaluation?	N/A 0 1 2 3 4 5	N/A A B C D E	N/A A B C D E	N/A A B C D E

CURRENT STATUS	N/A = not applicable	0 = not in place	1 = poor	2 = satisfactory	3 = good	4 = very good	5 = excellent
PROPOSED ACTION	N/A = not applicable	A = no action	B = reduce	C = maintain	D = upgrade	E = special initiative	

SPORT MACROSCOPE 1992/93

SPORT SERVICES BRANCH

ORGANIZATION DEVELOPMENT

(1) STRUCTURE AND PLANNING (cont'd)

HOW WOULD YOU RATE YOUR:	CURRENT STATUS	1992 ACTION	1993 ACTION	1994 ACTION
8. Ability to make your membership aware of your plans' contents?	N/A 0 1 2 3 4 5	N/A A B C D E	N/A A B C D E	N/A A B C D E
9. Integration of your planning process with plans of your member associations/clubs?	N/A 0 1 2 3 4 5	N/A A B C D E	N/A A B C D E	N/A A B C D E
10. NSO's Quadrennial Planning process?	N/A 0 1 2 3 4 5	N/A A B C D E	N/A A B C D E	N/A A B C D E
11. Integration of your planning process with that of your NSO?	N/A 0 1 2 3 4 5	N/A A B C D E	N/A A B C D E	N/A A B C D E

CURRENT STATUS

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5 = excellent

ORGANIZATION DEVELOPMENT

(2) POLICY DEVELOPMENT

HOW WOULD YOU RATE YOUR:	CURRENT STATUS	1992 ACTION	1993 ACTION	1994 ACTION
1. Policy Manual?	N/A 0 1 2 3 4 5	N/A A B C D E	N/A A B C D E	N/A A B C D E
2. Section on Ethical Practices?	N/A 0 1 2 3 4 5	N/A A B C D E	N/A A B C D E	N/A A B C D E
3. Section on Gender Equity?	N/A 0 1 2 3 4 5	N/A A B C D E	N/A A B C D E	N/A A B C D E
4. Section on Disabled Integration?	N/A 0 1 2 3 4 5	N/A A B C D E	N/A A B C D E	N/A A B C D E
5. Section on Appeal Procedures?	N/A 0 1 2 3 4 5	N/A A B C D E	N/A A B C D E	N/A A B C D E
6. Section on Planning?	N/A 0 1 2 3 4 5	N/A A B C D E	N/A A B C D E	N/A A B C D E
7. Section on Financial Management?	N/A 0 1 2 3 4 5	N/A A B C D E	N/A A B C D E	N/A A B C D E
8. Section on Human Resources?	N/A 0 1 2 3 4 5	N/A A B C D E	N/A A B C D E	N/A A B C D E
9. Section on Pay Equity?	N/A 0 1 2 3 4 5	N/A A B C D E	N/A A B C D E	N/A A B C D E
10. Section on Program Development?	N/A 0 1 2 3 4 5	N/A A B C D E	N/A A B C D E	N/A A B C D E
11. Section on Program Review?	N/A 0 1 2 3 4 5	N/A A B C D E	N/A A B C D E	N/A A B C D E
12. Section on Coaching Development?	N/A 0 1 2 3 4 5	N/A A B C D E	N/A A B C D E	N/A A B C D E
13. Section on Athlete Development?	N/A 0 1 2 3 4 5	N/A A B C D E	N/A A B C D E	N/A A B C D E

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**SPORT MACROSCOPE
1992/93**

SPORT SERVICES BRANCH

ORGANIZATION DEVELOPMENT

(2) POLICY DEVELOPMENT (cont'd)

HOW WOULD YOU RATE YOUR:	CURRENT STATUS	1992 ACTION	1993 ACTION	1994 ACTION
14. Section on Officials Development?	N/A 0 1 2 3 4 5	N/A A B C D E	N/A A B C D E	N/A A B C D E
15. Section on Event Management?	N/A 0 1 2 3 4 5	N/A A B C D E	N/A A B C D E	N/A A B C D E
16. Section on Marketing?	N/A 0 1 2 3 4 5	N/A A B C D E	N/A A B C D E	N/A A B C D E
17. Section on Hosting Guidelines?	N/A 0 1 2 3 4 5	N/A A B C D E	N/A A B C D E	N/A A B C D E
18. Section on Membership Recruitment and Retention?	N/A 0 1 2 3 4 5	N/A A B C D E	N/A A B C D E	N/A A B C D E

CURRENT STATUS

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1 = poor

2 = satisfactory

3 = good

4 = very good

5 = excellent

ORGANIZATION DEVELOPMENT

(3) HUMAN RESOURCES

HOW WOULD YOU RATE YOUR:	CURRENT STATUS	1992 ACTION	1993 ACTION	1994 ACTION
1. Orientation program for each: a) new Board member? b) new staff member?	N/A 0 1 2 3 4 5 N/A 0 1 2 3 4 5	N/A A B C D E N/A A B C D E	N/A A B C D E N/A A B C D E	N/A A B C D E N/A A B C D E
2. Written job descriptions for each: a) Board member? b) staff member?	N/A 0 1 2 3 4 5 N/A 0 1 2 3 4 5	N/A A B C D E N/A A B C D E	N/A A B C D E N/A A B C D E	N/A A B C D E N/A A B C D E
3. Written annual work plans for each: a) Board member? b) staff member?	N/A 0 1 2 3 4 5 N/A 0 1 2 3 4 5	N/A A B C D E N/A A B C D E	N/A A B C D E N/A A B C D E	N/A A B C D E N/A A B C D E
4. Annual performance reviews for: a) staff? b) volunteers?	N/A 0 1 2 3 4 5 N/A 0 1 2 3 4 5	N/A A B C D E N/A A B C D E	N/A A B C D E N/A A B C D E	N/A A B C D E N/A A B C D E

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ORGANIZATION DEVELOPMENT

(3) HUMAN RESOURCES (cont'd)

HOW WOULD YOU RATE YOUR:	CURRENT STATUS	1992 ACTION	1993 ACTION	1994 ACTION
5. Training/professional development opportunities for:				
a) staff?	N/A 0 1 2 3 4 5	N/A A B C D E	N/A A B C D E	N/A A B C D E
b) volunteers?	N/A 0 1 2 3 4 5	N/A A B C D E	N/A A B C D E	N/A A B C D E
6. Formal recognition program for:				
a) staff?	N/A 0 1 2 3 4 5	N/A A B C D E	N/A A B C D E	N/A A B C D E
b) volunteers?	N/A 0 1 2 3 4 5	N/A A B C D E	N/A A B C D E	N/A A B C D E
7. Terms of Reference for committees?	N/A 0 1 2 3 4 5	N/A A B C D E	N/A A B C D E	N/A A B C D E

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ORGANIZATION DEVELOPMENT

(4) FINANCIAL MANAGEMENT

HOW WOULD YOU RATE YOUR:	CURRENT STATUS	1992 ACTION	1993 ACTION	1994 ACTION
1. Budget with respect to: a) planning and design? b) presentation (e.g. format)? c) monitoring and adjustment? d) evaluation?	N/A 0 1 2 3 4 5 N/A 0 1 2 3 4 5 N/A 0 1 2 3 4 5 N/A 0 1 2 3 4 5	N/A A B C D E N/A A B C D E N/A A B C D E N/A A B C D E	N/A A B C D E N/A A B C D E N/A A B C D E N/A A B C D E	N/A A B C D E N/A A B C D E N/A A B C D E N/A A B C D E
2. Annual cash flow analysis?	N/A 0 1 2 3 4 5	N/A A B C D E	N/A A B C D E	N/A A B C D E
3. Monthly financial statements?	N/A 0 1 2 3 4 5	N/A A B C D E	N/A A B C D E	N/A A B C D E
4. Monthly bank reconciliations?	N/A 0 1 2 3 4 5	N/A A B C D E	N/A A B C D E	N/A A B C D E
5. Audit or Review Engagement Report?	N/A 0 1 2 3 4 5	N/A A B C D E	N/A A B C D E	N/A A B C D E

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ORGANIZATION DEVELOPMENT

(4) FINANCIAL MANAGEMENT (cont'd)

HOW WOULD YOU RATE YOUR:	CURRENT STATUS	1992 ACTION	1993 ACTION	1994 ACTION
6. Revenue as derived from:				
a) membership?	N/A 0 1 2 3 4 5	N/A A B C D E	N/A A B C D E	N/A A B C D E
b) sponsorship?	N/A 0 1 2 3 4 5	N/A A B C D E	N/A A B C D E	N/A A B C D E
c) fund raising?	N/A 0 1 2 3 4 5	N/A A B C D E	N/A A B C D E	N/A A B C D E
d) government?	N/A 0 1 2 3 4 5	N/A A B C D E	N/A A B C D E	N/A A B C D E
e) programs?	N/A 0 1 2 3 4 5	N/A A B C D E	N/A A B C D E	N/A A B C D E
f) licensed operations (eg. casinos, bingos, etc.)	N/A 0 1 2 3 4 5	N/A A B C D E	N/A A B C D E	N/A A B C D E
g) other sources?	N/A 0 1 2 3 4 5	N/A A B C D E	N/A A B C D E	N/A A B C D E

CURRENT STATUS

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ORGANIZATION DEVELOPMENT

(5) MEMBERSHIP SERVICES

HOW WOULD YOU RATE YOUR:	CURRENT STATUS	1992 ACTION	1993 ACTION	1994 ACTION
1. Acquisition of members:				
a) recruitment strategy?	N/A 0 1 2 3 4 5	N/A A B C D E	N/A A B C D E	N/A A B C D E
b) retention strategy?	N/A 0 1 2 3 4 5	N/A A B C D E	N/A A B C D E	N/A A B C D E
2. Validity of your membership categories (eg. individual, club)?	N/A 0 1 2 3 4 5	N/A A B C D E	N/A A B C D E	N/A A B C D E
3. Membership numbers in:				
a) Zone 1 (K)?	N/A 0 1 2 3 4 5	N/A A B C D E	N/A A B C D E	N/A A B C D E
b) Zone 2 (O)?	N/A 0 1 2 3 4 5	N/A A B C D E	N/A A B C D E	N/A A B C D E
c) Zone 3 (F)?	N/A 0 1 2 3 4 5	N/A A B C D E	N/A A B C D E	N/A A B C D E
d) Zone 4 (D)?	N/A 0 1 2 3 4 5	N/A A B C D E	N/A A B C D E	N/A A B C D E
e) Zone 5 (V)?	N/A 0 1 2 3 4 5	N/A A B C D E	N/A A B C D E	N/A A B C D E
f) Zone 6 (I)?	N/A 0 1 2 3 4 5	N/A A B C D E	N/A A B C D E	N/A A B C D E
g) Zone 7 (W)?	N/A 0 1 2 3 4 5	N/A A B C D E	N/A A B C D E	N/A A B C D E
e) Zone 8 (E)?	N/A 0 1 2 3 4 5	N/A A B C D E	N/A A B C D E	N/A A B C D E

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PROPOSED ACTION	N/A = not applicable	A = no action	B = reduce	C = maintain	D = upgrade	E = special initiative	

SPORT MACROSCOPE 1992/93

SPORT SERVICES BRANCH

ORGANIZATION DEVELOPMENT

(5) MEMBERSHIP SERVICES (cont'd)

HOW WOULD YOU RATE YOUR:	CURRENT STATUS	1992 ACTION	1993 ACTION	1994 ACTION
4. Communication:				
a) PSO to membership?	N/A 0 1 2 3 4 5	N/A A B C D E	N/A A B C D E	N/A A B C D E
b) membership to PSO?	N/A 0 1 2 3 4 5	N/A A B C D E	N/A A B C D E	N/A A B C D E
5. Membership services to individuals:				
a) quality?	N/A 0 1 2 3 4 5	N/A A B C D E	N/A A B C D E	N/A A B C D E
b) quantity?	N/A 0 1 2 3 4 5	N/A A B C D E	N/A A B C D E	N/A A B C D E
6. Membership services to clubs:				
a) quality?	N/A 0 1 2 3 4 5	N/A A B C D E	N/A A B C D E	N/A A B C D E
b) quantity?	N/A 0 1 2 3 4 5	N/A A B C D E	N/A A B C D E	N/A A B C D E
7. Fees charged in relation to services provided?				
	N/A 0 1 2 3 4 5	N/A A B C D E	N/A A B C D E	N/A A B C D E
8. Gender equity programs?				
	N/A 0 1 2 3 4 5	N/A A B C D E	N/A A B C D E	N/A A B C D E
9. Provision of educational opportunities for members?				
	N/A 0 1 2 3 4 5	N/A A B C D E	N/A A B C D E	N/A A B C D E

CURRENT STATUS	N/A = not applicable	0 = not in place	1 = poor	2 = satisfactory	3 = good	4 = very good	5 = excellent
PROPOSED ACTION	N/A = not applicable						

ORGANIZATION DEVELOPMENT

(5) MEMBERSHIP SERVICES (cont'd)

HOW WOULD YOU RATE YOUR:	CURRENT STATUS	1992 ACTION	1993 ACTION	1994 ACTION
10. Membership publications:				
a) handbook?	N/A 0 1 2 3 4 5	N/A A B C D E	N/A A B C D E	N/A A B C D E
b) rulebook?	N/A 0 1 2 3 4 5	N/A A B C D E	N/A A B C D E	N/A A B C D E
c) newsletter?	N/A 0 1 2 3 4 5	N/A A B C D E	N/A A B C D E	N/A A B C D E
d) annual reports?	N/A 0 1 2 3 4 5	N/A A B C D E	N/A A B C D E	N/A A B C D E

CURRENT STATUS	N/A = not applicable	0 = not in place	1 = poor	2 = satisfactory	3 = good	4 = very good	5 = excellent
PROPOSED ACTION	N/A = not applicable	A = no action	B = reduce	C = maintain	D = upgrade	E = special initiative	

**SPORT MACROSCOPE
1992/93**

SPORT SERVICES BRANCH

ORGANIZATION DEVELOPMENT

ACTION PLAN SUMMARY

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ACTION PLAN SUMMARY (cont'd)

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SPORT MACROSCOPE 1992/93

SPORT SERVICES BRANCH

COACHING DEVELOPMENT

(1) RECRUITMENT AND ACCESS

HOW WOULD YOU RATE YOUR:	CURRENT STATUS	1992 ACTION	1993 ACTION	1994 ACTION
1. Strategy for coach recruitment?	N/A 0 1 2 3 4 5	N/A A B C D E	N/A A B C D E	N/A A B C D E
2. Recruitment from special populations:				
a) women?	N/A 0 1 2 3 4 5	N/A A B C D E	N/A A B C D E	N/A A B C D E
b) disabled?	N/A 0 1 2 3 4 5	N/A A B C D E	N/A A B C D E	N/A A B C D E
c) natives?	N/A 0 1 2 3 4 5	N/A A B C D E	N/A A B C D E	N/A A B C D E
d) masters age?	N/A 0 1 2 3 4 5	N/A A B C D E	N/A A B C D E	N/A A B C D E
3. Opportunities to coach for:				
a) women?	N/A 0 1 2 3 4 5	N/A A B C D E	N/A A B C D E	N/A A B C D E
b) disabled?	N/A 0 1 2 3 4 5	N/A A B C D E	N/A A B C D E	N/A A B C D E
c) natives?	N/A 0 1 2 3 4 5	N/A A B C D E	N/A A B C D E	N/A A B C D E
4. Coach recruitment using:				
a) promotional materials?	N/A 0 1 2 3 4 5	N/A A B C D E	N/A A B C D E	N/A A B C D E
b) promotion to athletes?	N/A 0 1 2 3 4 5	N/A A B C D E	N/A A B C D E	N/A A B C D E

CURRENT STATUS

N/A = not applicable

0 = not in place

1 = poor

2 = satisfactory

3 = good

4 = very good

5 = excellent

COACHING DEVELOPMENT

(1) RECRUITMENT AND ACCESS (cont'd)

HOW WOULD YOU RATE YOUR:	CURRENT STATUS	1992 ACTION	1993 ACTION	1994 ACTION
5. Ability to project coaching needs?	N/A 0 1 2 3 4 5	N/A A B C D E	N/A A B C D E	N/A A B C D E
6. Principal age category for coaches entering your sport:				
a) under 16 years?	N/A 0 1 2 3 4 5	N/A A B C D E	N/A A B C D E	N/A A B C D E
b) 17 - 25 years?	N/A 0 1 2 3 4 5	N/A A B C D E	N/A A B C D E	N/A A B C D E
c) 26 - 35 years?	N/A 0 1 2 3 4 5	N/A A B C D E	N/A A B C D E	N/A A B C D E
d) over 35 years?	N/A 0 1 2 3 4 5	N/A A B C D E	N/A A B C D E	N/A A B C D E
7. Coaches entering your sport as:				
a) current athletes?	N/A 0 1 2 3 4 5	N/A A B C D E	N/A A B C D E	N/A A B C D E
b) former athletes?	N/A 0 1 2 3 4 5	N/A A B C D E	N/A A B C D E	N/A A B C D E
c) teachers?	N/A 0 1 2 3 4 5	N/A A B C D E	N/A A B C D E	N/A A B C D E
d) parents of athletes?	N/A 0 1 2 3 4 5	N/A A B C D E	N/A A B C D E	N/A A B C D E

CURRENT STATUS	N/A = not applicable	0 = not in place	1 = poor	2 = satisfactory	3 = good	4 = very good	5 = excellent
PROPOSED ACTION	N/A = not applicable	A = no action	B = reduce	C = maintain	D = upgrade	E = special initiative	

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COACHING DEVELOPMENT

(1) RECRUITMENT AND ACCESS (cont'd)

HOW WOULD YOU RATE YOUR:	CURRENT STATUS	1992 ACTION	1993 ACTION	1994 ACTION
8. Entry point access, for coaches, to your sport through:				
a) the school system?	N/A 0 1 2 3 4 5	N/A A B C D E	N/A A B C D E	N/A A B C D E
b) the municipal recreation system?	N/A 0 1 2 3 4 5	N/A A B C D E	N/A A B C D E	N/A A B C D E
c) the club system?	N/A 0 1 2 3 4 5	N/A A B C D E	N/A A B C D E	N/A A B C D E
d) direct PSO programs?	N/A 0 1 2 3 4 5	N/A A B C D E	N/A A B C D E	N/A A B C D E

CURRENT STATUS

N/A = not applicable

0 = not in place

1 = poor

2 = satisfactory

3 = good

4 = very good

5 = excel

COACHING DEVELOPMENT

(2) EDUCATION AND TRAINING

HOW WOULD YOU RATE YOUR:	CURRENT STATUS	1992 ACTION	1993 ACTION	1994 ACTION
1. Introduction to coaching materials?	N/A 0 1 2 3 4 5	N/A A B C D E	N/A A B C D E	N/A A B C D E
2. Adequate number of technical: A) master course conductors? B) course conductors in: a) Zone 1 (K)? b) Zone 2 (O)? c) Zone 3 (F)? d) Zone 4 (D)? e) Zone 5 (V)? f) Zone 6 (I)? g) Zone 7 (W)? h) Zone 8 (E)?	N/A 0 1 2 3 4 5 N/A 0 1 2 3 4 5 N/A 0 1 2 3 4 5 N/A 0 1 2 3 4 5 N/A 0 1 2 3 4 5 N/A 0 1 2 3 4 5 N/A 0 1 2 3 4 5 N/A 0 1 2 3 4 5 N/A 0 1 2 3 4 5 N/A 0 1 2 3 4 5	N/A A B C D E N/A A B C D E N/A A B C D E N/A A B C D E N/A A B C D E N/A A B C D E N/A A B C D E N/A A B C D E N/A A B C D E N/A A B C D E	N/A A B C D E N/A A B C D E N/A A B C D E N/A A B C D E N/A A B C D E N/A A B C D E N/A A B C D E N/A A B C D E N/A A B C D E N/A A B C D E	N/A A B C D E N/A A B C D E N/A A B C D E N/A A B C D E N/A A B C D E N/A A B C D E N/A A B C D E N/A A B C D E N/A A B C D E N/A A B C D E

CURRENT STATUS	N/A = not applicable	0 = not in place	1 = poor	2 = satisfactory	3 = good	4 = very good	5 = excellent
PROPOSED ACTION	N/A = not applicable	A = no action	B = reduce	C = maintain	D = upgrade	E = special initiative	

SPORT MACROSCOPE 1992/93

SPORT SERVICES BRANCH

COACHING DEVELOPMENT

(2) EDUCATION AND TRAINING (cont'd)

HOW WOULD YOU RATE YOUR:	CURRENT STATUS	1992 ACTION	1993 ACTION	1994 ACTION
3. Data base on coaches by:				
a) NCCP level?	N/A 0 1 2 3 4 5	N/A A B C D E	N/A A B C D E	N/A A B C D E
b) active VS inactive?	N/A 0 1 2 3 4 5	N/A A B C D E	N/A A B C D E	N/A A B C D E
c) zonal distribution?	N/A 0 1 2 3 4 5	N/A A B C D E	N/A A B C D E	N/A A B C D E
d) gender?	N/A 0 1 2 3 4 5	N/A A B C D E	N/A A B C D E	N/A A B C D E
4. Ability to offer NCCP Technical at:				
a) Level I?	N/A 0 1 2 3 4 5	N/A A B C D E	N/A A B C D E	N/A A B C D E
b) Level II?	N/A 0 1 2 3 4 5	N/A A B C D E	N/A A B C D E	N/A A B C D E
c) Level III?	N/A 0 1 2 3 4 5	N/A A B C D E	N/A A B C D E	N/A A B C D E
d) Levels IV/V?	N/A 0 1 2 3 4 5	N/A A B C D E	N/A A B C D E	N/A A B C D E
5. Ability to offer sport-specific NCCP theory courses at:				
a) Level I?	N/A 0 1 2 3 4 5	N/A A B C D E	N/A A B C D E	N/A A B C D E
b) Level II?	N/A 0 1 2 3 4 5	N/A A B C D E	N/A A B C D E	N/A A B C D E
c) Level III?	N/A 0 1 2 3 4 5	N/A A B C D E	N/A A B C D E	N/A A B C D E

CURRENT STATUS

N/A = not applicable

0 = not in place

1 = poor

2 = satisfactory

3 = good

4 = very good

5 = exc

COACHING DEVELOPMENT

(2) EDUCATION AND TRAINING (cont'd)

HOW WOULD YOU RATE YOUR:	CURRENT STATUS	1992 ACTION	1993 ACTION	1994 ACTION
6. Ability to ensure that coaches receive accreditation for NCCP practical at:				
a) Level I?	N/A 0 1 2 3 4 5	N/A A B C D E	N/A A B C D E	N/A A B C D E
b) Level II?	N/A 0 1 2 3 4 5	N/A A B C D E	N/A A B C D E	N/A A B C D E
c) Level III?	N/A 0 1 2 3 4 5	N/A A B C D E	N/A A B C D E	N/A A B C D E
7. Ability to deliver sufficient NCCP courses to meet projected needs in:				
a) Zone 1 (K)?	N/A 0 1 2 3 4 5	N/A A B C D E	N/A A B C D E	N/A A B C D E
b) Zone 2 (O)?	N/A 0 1 2 3 4 5	N/A A B C D E	N/A A B C D E	N/A A B C D E
c) Zone 3 (F)?	N/A 0 1 2 3 4 5	N/A A B C D E	N/A A B C D E	N/A A B C D E
d) Zone 4 (D)?	N/A 0 1 2 3 4 5	N/A A B C D E	N/A A B C D E	N/A A B C D E
e) Zone 5 (V)?	N/A 0 1 2 3 4 5	N/A A B C D E	N/A A B C D E	N/A A B C D E
f) Zone 6 (I)?	N/A 0 1 2 3 4 5	N/A A B C D E	N/A A B C D E	N/A A B C D E
g) Zone 7 (W)?	N/A 0 1 2 3 4 5	N/A A B C D E	N/A A B C D E	N/A A B C D E
e) Zone 8 (E)?	N/A 0 1 2 3 4 5	N/A A B C D E	N/A A B C D E	N/A A B C D E

CURRENT STATUS	N/A = not applicable	0 = not in place	1 = poor	2 = satisfactory	3 = good	4 = very good	5 = excellent
PROPOSED ACTION	N/A = not applicable	A = no action	B = reduce	C = maintain	D = upgrade	E = special initiative	

SPORT MACROSCOPE 1992/93

SPORT SERVICES BRANCH

COACHING DEVELOPMENT

(3) SUPPORT PROGRAMS

HOW WOULD YOU RATE YOUR:	CURRENT STATUS	1992 ACTION	1993 ACTION	1994 ACTION
1. Use of coaching support programs: a) workshops/conferences? b) training centre visits? c) newsletters? d) mentoring? e) work with provincial teams? f) National Training Centre visits? g) work with national teams? h) "Women in Sport Leadership"?	N/A 0 1 2 3 4 5 N/A 0 1 2 3 4 5 N/A 0 1 2 3 4 5 N/A 0 1 2 3 4 5 N/A 0 1 2 3 4 5 N/A 0 1 2 3 4 5 N/A 0 1 2 3 4 5 N/A 0 1 2 3 4 5	N/A A B C D E N/A A B C D E N/A A B C D E N/A A B C D E N/A A B C D E N/A A B C D E N/A A B C D E N/A A B C D E	N/A A B C D E N/A A B C D E N/A A B C D E N/A A B C D E N/A A B C D E N/A A B C D E N/A A B C D E N/A A B C D E	N/A A B C D E N/A A B C D E N/A A B C D E N/A A B C D E N/A A B C D E N/A A B C D E N/A A B C D E N/A A B C D E
2. Coach Recognition Program at the: a) local/club level? b) zonal level? c) provincial level?	N/A 0 1 2 3 4 5 N/A 0 1 2 3 4 5 N/A 0 1 2 3 4 5	N/A A B C D E N/A A B C D E N/A A B C D E	N/A A B C D E N/A A B C D E N/A A B C D E	N/A A B C D E N/A A B C D E N/A A B C D E

CURRENT STATUS

N/A = not applicable

0 = not in place

1 = poor

2 = satisfactory

3 = good

4 = very good

5 = excellent

COACHING DEVELOPMENT

(3) SUPPORT PROGRAMS (cont'd)

HOW WOULD YOU RATE YOUR:	CURRENT STATUS	1992 ACTION	1993 ACTION	1994 ACTION
3. Number of paid coaches at the:				
a) local/club level?	N/A 0 1 2 3 4 5	N/A A B C D E	N/A A B C D E	N/A A B C D E
b) zonal level?	N/A 0 1 2 3 4 5	N/A A B C D E	N/A A B C D E	N/A A B C D E
c) provincial level?	N/A 0 1 2 3 4 5	N/A A B C D E	N/A A B C D E	N/A A B C D E
4. Coaches use of:				
a) Skills Program?	N/A 0 1 2 3 4 5	N/A A B C D E	N/A A B C D E	N/A A B C D E
b) SportsAid Program?	N/A 0 1 2 3 4 5	N/A A B C D E	N/A A B C D E	N/A A B C D E
c) FAIRPLAY In Sport materials?	N/A 0 1 2 3 4 5	N/A A B C D E	N/A A B C D E	N/A A B C D E
d) Anti-doping materials?	N/A 0 1 2 3 4 5	N/A A B C D E	N/A A B C D E	N/A A B C D E
e) Coaching Association of Canada materials?	N/A 0 1 2 3 4 5	N/A A B C D E	N/A A B C D E	N/A A B C D E
f) professional development workshops?	N/A 0 1 2 3 4 5	N/A A B C D E	N/A A B C D E	N/A A B C D E

CURRENT STATUS	N/A = not applicable	0 = not in place	1 = poor	2 = satisfactory	3 = good	4 = very good	5 = excellent
PROPOSED ACTION	N/A = not applicable	A = no action	B = reduce	C = maintain	D = upgrade	E = special initiative	

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SPORT SERVICES BRANCH

COACHING DEVELOPMENT

(3) SUPPORT PROGRAMS (cont'd)

HOW WOULD YOU RATE YOUR:	CURRENT STATUS	1992 ACTION	1993 ACTION	1994 ACTION
5. Work with other partners in the delivery of high performance coaching education, including:				
a) the NCI?	N/A 0 1 2 3 4 5	N/A A B C D E	N/A A B C D E	N/A A B C D E
b) colleges/universities?	N/A 0 1 2 3 4 5	N/A A B C D E	N/A A B C D E	N/A A B C D E
c) homogeneous sports?	N/A 0 1 2 3 4 5	N/A A B C D E	N/A A B C D E	N/A A B C D E
d) Sport Services Branch?	N/A 0 1 2 3 4 5	N/A A B C D E	N/A A B C D E	N/A A B C D E
e) your NSO?	N/A 0 1 2 3 4 5	N/A A B C D E	N/A A B C D E	N/A A B C D E
f) Sport Medicine Council?	N/A 0 1 2 3 4 5	N/A A B C D E	N/A A B C D E	N/A A B C D E
g) Coaching Association of Canada?	N/A 0 1 2 3 4 5	N/A A B C D E	N/A A B C D E	N/A A B C D E
h) Aboriginal Sport and Recreation Society of B.C.?	N/A 0 1 2 3 4 5	N/A A B C D E	N/A A B C D E	N/A A B C D E
i) Promotion Plus?	N/A 0 1 2 3 4 5	N/A A B C D E	N/A A B C D E	N/A A B C D E

COACHING DEVELOPMENT

(4) EVALUATION

HOW WOULD YOU RATE YOUR:	CURRENT STATUS	1992 ACTION	1993 ACTION	1994 ACTION
1. System for periodically evaluating high performance coaches?	N/A 0 1 2 3 4 5	N/A A B C D E	N/A A B C D E	N/A A B C D E
2. Evaluation criteria to measure:				
a) skill development?	N/A 0 1 2 3 4 5	N/A A B C D E	N/A A B C D E	N/A A B C D E
b) attitude and commitment?	N/A 0 1 2 3 4 5	N/A A B C D E	N/A A B C D E	N/A A B C D E
c) tactical preparation?	N/A 0 1 2 3 4 5	N/A A B C D E	N/A A B C D E	N/A A B C D E
d) competitive results?	N/A 0 1 2 3 4 5	N/A A B C D E	N/A A B C D E	N/A A B C D E
3. Coach evaluation systems effectiveness at the:				
a) club/local level?	N/A 0 1 2 3 4 5	N/A A B C D E	N/A A B C D E	N/A A B C D E
b) zonal level?	N/A 0 1 2 3 4 5	N/A A B C D E	N/A A B C D E	N/A A B C D E
c) provincial level?	N/A 0 1 2 3 4 5	N/A A B C D E	N/A A B C D E	N/A A B C D E
4. Communication between high performance coaches and your Executive?	N/A 0 1 2 3 4 5	N/A A B C D E	N/A A B C D E	N/A A B C D E

CURRENT STATUS	N/A = not applicable	0 = not in place	1 = poor	2 = satisfactory	3 = good	4 = very good	5 = excellent
PROPOSED ACTION	N/A = not applicable	↕ = no action	B = reduce	C = maintain	D = upgrade	E = special initiative	

SPORT MACROSCOPE 1992/93

SPORT SERVICES BRANCH

COACHING DEVELOPMENT

(4) EVALUATION (cont'd)

HOW WOULD YOU RATE YOUR:	CURRENT STATUS	1992 ACTION	1993 ACTION	1994 ACTION
5. Procedure to identify and discipline unethical coaches?	N/A 0 1 2 3 4 5	N/A A B C D E	N/A A B C D E	N/A A B C D E
6. Process to provide evaluation feedback to: a) the coach? b) the coach's club/team administration?	N/A 0 1 2 3 4 5 N/A 0 1 2 3 4 5	N/A A B C D E N/A A B C D E	N/A A B C D E N/A A B C D E	N/A A B C D E N/A A B C D E
7. PSO/NSO relationship regarding: a) national teams coach selection? b) coaching information exchange?	N/A 0 1 2 3 4 5 N/A 0 1 2 3 4 5	N/A A B C D E N/A A B C D E	N/A A B C D E N/A A B C D E	N/A A B C D E N/A A B C D E

CURRENT STATUS

N/A = not applicable

0 = not in play

1 = poor

2 = satisfactory

3 = good

4 = very good

5 = excellent

COACHING DEVELOPMENT

(5) COMPETITION

HOW WOULD YOU RATE YOUR:	CURRENT STATUS	1992 ACTION	1993 ACTION	1994 ACTION
1. Integration of your athlete development model and your coaching development model?	N/A 0 1 2 3 4 5	N/A A B C D E	N/A A B C D E	N/A A B C D E
2. Your ability to provide athletes qualified coaching for: a) provincial teams? b) TEAM BC?	N/A 0 1 2 3 4 5 N/A 0 1 2 3 4 5	N/A A B C D E N/A A B C D E	N/A A B C D E N/A A B C D E	N/A A B C D E N/A A B C D E
3. Ability to provide adequate support for your provincial team coaches?	N/A 0 1 2 3 4 5	N/A A B C D E	N/A A B C D E	N/A A B C D E
4. Ability to hire a TEAM BC/provincial teams coach on a: a) part-time basis? b) full-time basis?	N/A 0 1 2 3 4 5 N/A 0 1 2 3 4 5	N/A A B C D E N/A A B C D E	N/A A B C D E N/A A B C D E	N/A A B C D E N/A A B C D E

CURRENT STATUS	N/A = not applicable	0 = not in place	1 = poor	2 = satisfactory	3 = good	4 = very good	5 = excellent
PROPOSED ACTION	N/A = not applicable	A = no action	B = reduce	C = maintain	D = upgrade	E = special initiative	

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COACHING DEVELOPMENT

(6) RETENTION

HOW WOULD YOU RATE YOUR:	CURRENT STATUS	1992 ACTION	1993 ACTION	1994 ACTION
1. Commitment to encourage coaches to stay involved with your sport?	N/A 0 1 2 3 4 5	N/A A B C D E	N/A A B C D E	N/A A B C D E
2. Provision of opportunities to coach at the following competitive levels: a) entry level? b) early competitor? c) low intensity? d) high intensity?	N/A 0 1 2 3 4 5 N/A 0 1 2 3 4 5 N/A 0 1 2 3 4 5 N/A 0 1 2 3 4 5	N/A A B C D E N/A A B C D E N/A A B C D E N/A A B C D E	N/A A B C D E N/A A B C D E N/A A B C D E N/A A B C D E	N/A A B C D E N/A A B C D E N/A A B C D E N/A A B C D E
3. Opportunity for coaches to receive training in other traditional roles: a) trainer/therapist? b) talent scout/evaluator? c) administrator?	N/A 0 1 2 3 4 5 N/A 0 1 2 3 4 5 N/A 0 1 2 3 4 5	N/A A B C D E N/A A B C D E N/A A B C D E	N/A A B C D E N/A A B C D E N/A A B C D E	N/A A B C D E N/A A B C D E N/A A B C D E
4. Opportunity for coaches to stay involved in non-traditional ways, (eg.) speakers, mentors, etc?	N/A 0 1 2 3 4 5	N/A A B C D E	N/A A B C D E	N/A A B C D E

COACHING DEVELOPMENT

ACTION PLAN SUMMARY

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COACHING DEVELOPMENT

ACTION PLAN SUMMARY (cont'd)

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ATHLETE DEVELOPMENT

(1) RECRUITMENT AND ACCESS

HOW WOULD YOU RATE YOUR:		CURRENT STATUS	1992 ACTION	1993 ACTION	1994 ACTION
1.	Strategy for athlete recruitment?	N/A 0 1 2 3 4 5	N/A A B C D E	N/A A B C D E	N/A A B C D E
2.	Recruitment of special populations:				
	a) women?	N/A 0 1 2 3 4 5	N/A A B C D E	N/A A B C D E	N/A A B C D E
	b) disabled?	N/A 0 1 2 3 4 5	N/A A B C D E	N/A A B C D E	N/A A B C D E
	c) natives?	N/A 0 1 2 3 4 5	N/A A B C D E	N/A A B C D E	N/A A B C D E
	d) masters age?	N/A 0 1 2 3 4 5	N/A A B C D E	N/A A B C D E	N/A A B C D E
3.	Access opportunities for:				
	a) women?	N/A 0 1 2 3 4 5	N/A A B C D E	N/A A B C D E	N/A A B C D E
	b) disabled?	N/A 0 1 2 3 4 5	N/A A B C D E	N/A A B C D E	N/A A B C D E
	c) natives?	N/A 0 1 2 3 4 5	N/A A B C D E	N/A A B C D E	N/A A B C D E
4.	Athlete recruitment using:				
	a) promotional materials?	N/A 0 1 2 3 4 5	N/A A B C D E	N/A A B C D E	N/A A B C D E
	b) exposure to events?	N/A 0 1 2 3 4 5	N/A A B C D E	N/A A B C D E	N/A A B C D E
	c) athletes as role models?	N/A 0 1 2 3 4 5	N/A A B C D E	N/A A B C D E	N/A A B C D E
	d) demo/promotional tours?	N/A 0 1 2 3 4 5	N/A A B C D E	N/A A B C D E	N/A A B C D E

CURRENT STATUS	N/A = not applicable	0 = not in place	1 = poor	2 = satisfactory	3 = good	4 = very good	5 = excellent
PROPOSED ACTION	N/A = not applicable	A = no action	B = reduce	C = maintain	D = upgrade	E = special initiative	

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ATHLETE DEVELOPMENT

(1) RECRUITMENT AND ACCESS (cont'd)

HOW WOULD YOU RATE YOUR:	CURRENT STATUS	1992 ACTION	1993 ACTION	1994 ACTION
5. Use of provincial demographic data in recruitment planning?	N/A 0 1 2 3 4 5	N/A A B C D E	N/A A B C D E	N/A A B C D E
6. Principal age category for athletes entering your sport:				
a) under 10 years?	N/A 0 1 2 3 4 5	N/A A B C D E	N/A A B C D E	N/A A B C D E
b) 11 - 14 years?	N/A 0 1 2 3 4 5	N/A A B C D E	N/A A B C D E	N/A A B C D E
c) 15 - 18 years?	N/A 0 1 2 3 4 5	N/A A B C D E	N/A A B C D E	N/A A B C D E
d) 19 - 30 years?	N/A 0 1 2 3 4 5	N/A A B C D E	N/A A B C D E	N/A A B C D E
e) over 30 years?	N/A 0 1 2 3 4 5	N/A A B C D E	N/A A B C D E	N/A A B C D E
7. Entry point access to your sport through:				
a) the school system?	N/A 0 1 2 3 4 5	N/A A B C D E	N/A A B C D E	N/A A B C D E
b) the municipal recreation system?	N/A 0 1 2 3 4 5	N/A A B C D E	N/A A B C D E	N/A A B C D E
c) the club system?	N/A 0 1 2 3 4 5	N/A A B C D E	N/A A B C D E	N/A A B C D E
d) direct PSO programs?	N/A 0 1 2 3 4 5	N/A A B C D E	N/A A B C D E	N/A A B C D E

CURRENT STATUS

N/A = not applicable

0 = not in place

1 = poor

2 = satisfactory

3 = good

4 = very good

5 = excellent

ATHLETE DEVELOPMENT

(1) RECRUITMENT AND ACCESS (cont'd)

HOW WOULD YOU RATE YOUR:	CURRENT STATUS	1992 ACTION	1993 ACTION	1994 ACTION
8. Relationship with: a) the school system? b) the municipal recreation system? c) clubs, leagues, etc?	N/A 0 1 2 3 4 5 N/A 0 1 2 3 4 5 N/A 0 1 2 3 4 5	N/A A B C D E N/A A B C D E N/A A B C D E	N/A A B C D E N/A A B C D E N/A A B C D E	N/A A B C D E N/A A B C D E N/A A B C D E
9. Indoor facilities, province-wide, with respect to: a) availability (do they exist)? b) adequacy (are they functional)? c) accessibility (can you get in)?	N/A 0 1 2 3 4 5 N/A 0 1 2 3 4 5 N/A 0 1 2 3 4 5	N/A A B C D E N/A A B C D E N/A A B C D E	N/A A B C D E N/A A B C D E N/A A B C D E	N/A A B C D E N/A A B C D E N/A A B C D E

CURRENT STATUS	N/A = not applicable	0 = not in place	1 = poor	2 = satisfactory	3 = good	4 = very good	5 = excellent
PROPOSED ACTION	N/A = not applicable	A = no action	B = reduce	C = maintain	D = upgrade	E = special initiative	

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ATHLETE DEVELOPMENT

(1) RECRUITMENT AND ACCESS (cont'd)

HOW WOULD YOU RATE YOUR:	CURRENT STATUS	1992 ACTION	1993 ACTION	1994 ACTION
10. Outdoor facilities, province-wide, with respect to:				
a) availability (do they exist)?	N/A 0 1 2 3 4 5	N/A A B C D E	N/A A B C D E	N/A A B C D E
b) adequacy (are they functional)?	N/A 0 1 2 3 4 5	N/A A B C D E	N/A A B C D E	N/A A B C D E
c) accessibility (can you get in)?	N/A 0 1 2 3 4 5	N/A A B C D E	N/A A B C D E	N/A A B C D E

CURRENT STATUS

N/A = not applicable

0 = not in place

1 = poor

2 = satisfactory

3 = good

4 = very good

5 = excellent

ATHLETE DEVELOPMENT

(2) TALENT IDENTIFICATION

HOW WOULD YOU RATE YOUR:	CURRENT STATUS	1992 ACTION	1993 ACTION	1994 ACTION
1. Talent identification system re:				
a) breadth, province-wide?	N/A 0 1 2 3 4 5	N/A A B C D E	N/A A B C D E	N/A A B C D E
b) effectiveness?	N/A 0 1 2 3 4 5	N/A A B C D E	N/A A B C D E	N/A A B C D E
2. Talent identification criteria re:				
a) comprehensiveness?	N/A 0 1 2 3 4 5	N/A A B C D E	N/A A B C D E	N/A A B C D E
b) predictive accuracy?	N/A 0 1 2 3 4 5	N/A A B C D E	N/A A B C D E	N/A A B C D E
3. Talent identification data base?	N/A 0 1 2 3 4 5	N/A A B C D E	N/A A B C D E	N/A A B C D E
4. Talent scout system to provide:				
a) acceptance of the role of scouts?	N/A 0 1 2 3 4 5	N/A A B C D E	N/A A B C D E	N/A A B C D E
b) recruitment of scouts?	N/A 0 1 2 3 4 5	N/A A B C D E	N/A A B C D E	N/A A B C D E
c) training for scouts?	N/A 0 1 2 3 4 5	N/A A B C D E	N/A A B C D E	N/A A B C D E
d) strategic location of scouts at the local level?	N/A 0 1 2 3 4 5	N/A A B C D E	N/A A B C D E	N/A A B C D E

CURRENT STATUS	N/A = not applicable	0 = not in place	1 = poor	2 = satisfactory	3 = good	4 = very good	5 = excellent
PROPOSED ACTION	N/A = not applicable	A = no action	B = reduce	C = maintain	D = upgrade	E = special initiative	

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ATHLETE DEVELOPMENT

(3) TRAINING

HOW WOULD YOU RATE YOUR:	CURRENT STATUS	1992 ACTION	1993 ACTION	1994 ACTION
1. Provision of sufficient quality training opportunities:				
a) by age or calibre?	N/A 0 1 2 3 4 5	N/A A B C D E	N/A A B C D E	N/A A B C D E
b) by gender?	N/A 0 1 2 3 4 5	N/A A B C D E	N/A A B C D E	N/A A B C D E
c) in Zone 1 (K)?	N/A 0 1 2 3 4 5	N/A A B C D E	N/A A B C D E	N/A A B C D E
d) in Zone 2 (O)?	N/A 0 1 2 3 4 5	N/A A B C D E	N/A A B C D E	N/A A B C D E
e) in Zone 3 (F)?	N/A 0 1 2 3 4 5	N/A A B C D E	N/A A B C D E	N/A A B C D E
f) in Zone 4 (D)?	N/A 0 1 2 3 4 5	N/A A B C D E	N/A A B C D E	N/A A B C D E
g) in Zone 5 (V)?	N/A 0 1 2 3 4 5	N/A A B C D E	N/A A B C D E	N/A A B C D E
h) in Zone 6 (I)?	N/A 0 1 2 3 4 5	N/A A B C D E	N/A A B C D E	N/A A B C D E
i) in Zone 7 (W)?	N/A 0 1 2 3 4 5	N/A A B C D E	N/A A B C D E	N/A A B C D E
j) in Zone 8 (E)?	N/A 0 1 2 3 4 5	N/A A B C D E	N/A A B C D E	N/A A B C D E

CURRENT STATUS	N/A = not applicable	0 = not in place	1 = poor	2 = satisfactory	3 = good	4 = very good	5 = excellent
PROPOSED ACTION	N/A = not applicable	A = no action	B = reduce	C = maintain	D = upgrade	E = special initiative	

ATHLETE DEVELOPMENT

(3) TRAINING (cont'd)

HOW WOULD YOU RATE YOUR:	CURRENT STATUS	1992 ACTION	1993 ACTION	1994 ACTION
2. Provision of personalized training programs for identified athletes by:				
a) your NSO?	N/A 0 1 2 3 4 5	N/A A B C D E	N/A A B C D E	N/A A B C D E
b) your PSO?	N/A 0 1 2 3 4 5	N/A A B C D E	N/A A B C D E	N/A A B C D E
c) the athlete's school?	N/A 0 1 2 3 4 5	N/A A B C D E	N/A A B C D E	N/A A B C D E
d) the athlete's club?	N/A 0 1 2 3 4 5	N/A A B C D E	N/A A B C D E	N/A A B C D E
3. Coordination of personalized training programs from the NSO, the PSO, the school and the club into monitored, athlete-specific annual programs?	N/A 0 1 2 3 4 5	N/A A B C D E	N/A A B C D E	N/A A B C D E
4. Training camp/clinic system for each age classification?	N/A 0 1 2 3 4 5	N/A A B C D E	N/A A B C D E	N/A A B C D E
5. Regional training centres:				
a) concept endorsement?	N/A 0 1 2 3 4 5	N/A A B C D E	N/A A B C D E	N/A A B C D E
b) development strategy?	N/A 0 1 2 3 4 5	N/A A B C D E	N/A A B C D E	N/A A B C D E
c) effective use?	N/A 0 1 2 3 4 5	N/A A B C D E	N/A A B C D E	N/A A B C D E

CURRENT STATUS	N/A = not applicable	0 = not in place	1 = poor	2 = satisfactory	3 = good	4 = very good	5 = excellent
PROPOSED ACTION	N/A = not applicable	A = no action	B = reduce	C = maintain	D = upgrade	E = special initiative	

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ATHLETE DEVELOPMENT

(3) TRAINING (cont'd)

HOW WOULD YOU RATE YOUR:	CURRENT STATUS	1992 ACTION	1993 ACTION	1994 ACTION
6. National training centres: a) concept endorsement? b) strategy to attract a NTC? c) operational success?	N/A 0 1 2 3 4 5 N/A 0 1 2 3 4 5 N/A 0 1 2 3 4 5	N/A A B C D E N/A A B C D E N/A A B C D E	N/A A B C D E N/A A B C D E N/A A B C D E	N/A A B C D E N/A A B C D E N/A A B C D E
7. Integration into your sport science support system of: a) psychological counselling? b) physiological testing? c) athletic therapy? d) nutritional counselling? e) regular medical testing? f) anti-doping counselling?	N/A 0 1 2 3 4 5 N/A 0 1 2 3 4 5 N/A 0 1 2 3 4 5 N/A 0 1 2 3 4 5 N/A 0 1 2 3 4 5 N/A 0 1 2 3 4 5	N/A A B C D E N/A A B C D E N/A A B C D E N/A A B C D E N/A A B C D E N/A A B C D E	N/A A B C D E N/A A B C D E N/A A B C D E N/A A B C D E N/A A B C D E N/A A B C D E	N/A A B C D E N/A A B C D E N/A A B C D E N/A A B C D E N/A A B C D E N/A A B C D E

CURRENT STATUS

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0 = not in place

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3 = good

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5 = excellent

ATHLETE DEVELOPMENT

(4) EVALUATION

HOW WOULD YOU RATE YOUR:	CURRENT STATUS	1992 ACTION	1993 ACTION	1994 ACTION
1. System for periodically evaluating talent-identified athletes?	N/A 0 1 2 3 4 5	N/A A B C D E	N/A A B C D E	N/A A B C D E
2. Integration of your tracking data base with your talent identification data base?	N/A 0 1 2 3 4 5	N/A A B C D E	N/A A B C D E	N/A A B C D E
3. Evaluation criteria to measure: a) attitude and commitment? b) skill development? c) physical preparation? d) competitive performance?	N/A 0 1 2 3 4 5 N/A 0 1 2 3 4 5 N/A 0 1 2 3 4 5 N/A 0 1 2 3 4 5	N/A A B C D E N/A A B C D E N/A A B C D E N/A A B C D E	N/A A B C D E N/A A B C D E N/A A B C D E N/A A B C D E	N/A A B C D E N/A A B C D E N/A A B C D E N/A A B C D E
4. Ability to evaluate athletes at various stages of your athlete development model?	N/A 0 1 2 3 4 5	N/A A B C D E	N/A A B C D E	N/A A B C D E
5. Ability to evaluate and rank your athletes with respect to the Division's Athlete Assistance Program criteria?	N/A 0 1 2 3 4 5	N/A A B C D E	N/A A B C D E	N/A A B C D E

CURRENT STATUS	N/A = not applicable	0 = not in place	1 = poor	2 = satisfactory	3 = good	4 = very good	5 = excellent
PROPOSED ACTION	N/A = not applicable	A = no action	B = reduce	C = maintain	D = upgrade	E = special initiative	

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ATHLETE DEVELOPMENT

(4) EVALUATION (cont'd)

HOW WOULD YOU RATE YOUR:	CURRENT STATUS	1992 ACTION	1993 ACTION	1994 ACTION
6. Process of providing evaluation feedback to:				
a) the athlete?	N/A 0 1 2 3 4 5	N/A A B C D E	N/A A B C D E	N/A A B C D E
b) the coach?	N/A 0 1 2 3 4 5	N/A A B C D E	N/A A B C D E	N/A A B C D E
c) the athlete's parents?	N/A 0 1 2 3 4 5	N/A A B C D E	N/A A B C D E	N/A A B C D E
d) the athlete's club administration?	N/A 0 1 2 3 4 5	N/A A B C D E	N/A A B C D E	N/A A B C D E
7. PSO/NSO relationship regarding:				
a) evaluation criteria for national teams selection?	N/A 0 1 2 3 4 5	N/A A B C D E	N/A A B C D E	N/A A B C D E
b) technical information exchange?	N/A 0 1 2 3 4 5	N/A A B C D E	N/A A B C D E	N/A A B C D E

CURRENT STATUS

N/A = not applicable

0 = not in play

1 = poor

2 = satisfactory

3 = good

4 = very good

5 = exc

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ATHLETE DEVELOPMENT

(5) COMPETITION

HOW WOULD YOU RATE YOUR:	CURRENT STATUS	1992 ACTION	1993 ACTION	1994 ACTION
1. Provision of sufficient quality competitive opportunities:				
a) by age/calibre?	N/A 0 1 2 3 4 5	N/A A B C D E	N/A A B C D E	N/A A B C D E
b) by gender?	N/A 0 1 2 3 4 5	N/A A B C D E	N/A A B C D E	N/A A B C D E
c) in Zone 1 (K)?	N/A 0 1 2 3 4 5	N/A A B C D E	N/A A B C D E	N/A A B C D E
d) in Zone 2 (O)?	N/A 0 1 2 3 4 5	N/A A B C D E	N/A A B C D E	N/A A B C D E
e) in Zone 3 (F)?	N/A 0 1 2 3 4 5	N/A A B C D E	N/A A B C D E	N/A A B C D E
f) in Zone 4 (D)?	N/A 0 1 2 3 4 5	N/A A B C D E	N/A A B C D E	N/A A B C D E
g) in Zone 5 (V)?	N/A 0 1 2 3 4 5	N/A A B C D E	N/A A B C D E	N/A A B C D E
h) in Zone 6 (I)?	N/A 0 1 2 3 4 5	N/A A B C D E	N/A A B C D E	N/A A B C D E
i) in Zone 7 (W)?	N/A 0 1 2 3 4 5	N/A A B C D E	N/A A B C D E	N/A A B C D E
j) in Zone 8 (E)?	N/A 0 1 2 3 4 5	N/A A B C D E	N/A A B C D E	N/A A B C D E

CURRENT STATUS	N/A = not applicable	0 = not in place	1 = poor	2 = satisfactory	3 = good	4 = very good	5 = excellent
PROPOSED ACTION	N/A = not applicable	A = no action	B = reduce	C = maintain	D = upgrade	E = special initiative	

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ATHLETE DEVELOPMENT

(5) COMPETITION (cont'd)

HOW WOULD YOU RATE YOUR:	CURRENT STATUS	1992 ACTION	1993 ACTION	1994 ACTION
2. Competitive schedule coordinated with:				
a) school competitions?	N/A 0 1 2 3 4 5	N/A A B C D E	N/A A B C D E	N/A A B C D E
b) club competitions?	N/A 0 1 2 3 4 5	N/A A B C D E	N/A A B C D E	N/A A B C D E
c) NSO competitions?	N/A 0 1 2 3 4 5	N/A A B C D E	N/A A B C D E	N/A A B C D E
3. Use of the following competitive opportunities for elite athletes:				
a) B.C. Summer/Winter Games?	N/A 0 1 2 3 4 5	N/A A B C D E	N/A A B C D E	N/A A B C D E
b) Western Canada Summer Games?	N/A 0 1 2 3 4 5	N/A A B C D E	N/A A B C D E	N/A A B C D E
c) Canada Summer/Winter Games?	N/A 0 1 2 3 4 5	N/A A B C D E	N/A A B C D E	N/A A B C D E
d) Nationals?	N/A 0 1 2 3 4 5	N/A A B C D E	N/A A B C D E	N/A A B C D E
4. Use of hosting to enhance competitive opportunities?	N/A 0 1 2 3 4 5	N/A A B C D E	N/A A B C D E	N/A A B C D E

CURRENT STATUS

N/A = not applicable

0 = not in place

1 = poor

2 = satisfactory

3 = good

4 = very good

5 = excellent

ATHLETE DEVELOPMENT

(6) RETENTION

HOW WOULD YOU RATE YOUR:	CURRENT STATUS	1992 ACTION	1993 ACTION	1994 ACTION
1. Commitment to encourage athletes to stay involved with your sport?	N/A 0 1 2 3 4 5	N/A A B C D E	N/A A B C D E	N/A A B C D E
2. Competitive opportunities for the following levels of athletes:				
a) entry level?	N/A 0 1 2 3 4 5	N/A A B C D E	N/A A B C D E	N/A A B C D E
b) early competitor?	N/A 0 1 2 3 4 5	N/A A B C D E	N/A A B C D E	N/A A B C D E
c) low intensity?	N/A 0 1 2 3 4 5	N/A A B C D E	N/A A B C D E	N/A A B C D E
d) high intensity?	N/A 0 1 2 3 4 5	N/A A B C D E	N/A A B C D E	N/A A B C D E
3. Opportunity for athletes to receive training in other traditional roles:				
a) coaching?	N/A 0 1 2 3 4 5	N/A A B C D E	N/A A B C D E	N/A A B C D E
b) officiating?	N/A 0 1 2 3 4 5	N/A A B C D E	N/A A B C D E	N/A A B C D E
c) trainer/therapist?	N/A 0 1 2 3 4 5	N/A A B C D E	N/A A B C D E	N/A A B C D E
d) administrator?	N/A 0 1 2 3 4 5	N/A A B C D E	N/A A B C D E	N/A A B C D E
4. Opportunity for athletes to stay involved in non-traditional ways, (eg.) speakers, mentors, etc?	N/A 0 1 2 3 4 5	N/A A B C D E	N/A A B C D E	N/A A B C D E

CURRENT STATUS	N/A = not applicable	0 = not in place	1 = poor	2 = satisfactory	3 = good	4 = very good	5 = excellent
PROPOSED ACTION	N/A = not applicable	A = no action	B = reduce	C = maintain	D = upgrade	E = special initiative	

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ATHLETE DEVELOPMENT

(6) RETENTION (cont'd)

HOW WOULD YOU RATE YOUR:	CURRENT STATUS	1992 ACTION	1993 ACTION	1994 ACTION
5. Ability to retain athletes in the following age groups:				
MALE:				
a) up to 10 years?	N/A 0 1 2 3 4 5	N/A A B C D E	N/A A B C D E	N/A A B C D E
b) 11 to 14 years?	N/A 0 1 2 3 4 5	N/A A B C D E	N/A A B C D E	N/A A B C D E
c) 15 to 18 years?	N/A 0 1 2 3 4 5	N/A A B C D E	N/A A B C D E	N/A A B C D E
d) 19 to 30 years?	N/A 0 1 2 3 4 5	N/A A B C D E	N/A A B C D E	N/A A B C D E
e) over 30 years?	N/A 0 1 2 3 4 5	N/A A B C D E	N/A A B C D E	N/A A B C D E
FEMALE:				
a) up to 10 years?	N/A 0 1 2 3 4 5	N/A A B C D E	N/A A B C D E	N/A A B C D E
b) 11 to 14 years?	N/A 0 1 2 3 4 5	N/A A B C D E	N/A A B C D E	N/A A B C D E
c) 15 to 18 years?	N/A 0 1 2 3 4 5	N/A A B C D E	N/A A B C D E	N/A A B C D E
d) 19 to 30 years?	N/A 0 1 2 3 4 5	N/A A B C D E	N/A A B C D E	N/A A B C D E
e) over 30 years?	N/A 0 1 2 3 4 5	N/A A B C D E	N/A A B C D E	N/A A B C D E

CURRENT STATUS	N/A = not applicable	0 = not in place	1 = poor	2 = satisfactory	3 = good	4 = very good	5 = excellent
	N/A = not estimable	A = no action	D = reduce	C = maintain	D = upgrade	E = special initiative	

ATHLETE DEVELOPMENT

ACTION PLAN SUMMARY

1.	
2.	
3.	
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ATHLETE DEVELOPMENT

ACTION PLAN SUMMARY (cont'd)

6.	
7.	
8.	
9.	
10.	

OFFICIALS DEVELOPMENT

(1) RECRUITMENT AND ACCESS

HOW WOULD YOU RATE YOUR:	CURRENT STATUS	1992 ACTION	1993 ACTION	1994 ACTION
1. Strategy for officials recruitment?	N/A 0 1 2 3 4 5	N/A A B C D E	N/A A B C D E	N/A A B C D E
2. Recruitment of special populations:				
a) women?	N/A 0 1 2 3 4 5	N/A A B C D E	N/A A B C D E	N/A A B C D E
b) disabled?	N/A 0 1 2 3 4 5	N/A A B C D E	N/A A B C D E	N/A A B C D E
c) natives?	N/A 0 1 2 3 4 5	N/A A B C D E	N/A A B C D E	N/A A B C D E
d) masters age?	N/A 0 1 2 3 4 5	N/A A B C D E	N/A A B C D E	N/A A B C D E
3. Access opportunities for:				
a) women?	N/A 0 1 2 3 4 5	N/A A B C D E	N/A A B C D E	N/A A B C D E
b) disabled?	N/A 0 1 2 3 4 5	N/A A B C D E	N/A A B C D E	N/A A B C D E
c) natives?	N/A 0 1 2 3 4 5	N/A A B C D E	N/A A B C D E	N/A A B C D E
4. Officials recruitment using:				
a) promotional materials?	N/A 0 1 2 3 4 5	N/A A B C D E	N/A A B C D E	N/A A B C D E
b) exposure to events?	N/A 0 1 2 3 4 5	N/A A B C D E	N/A A B C D E	N/A A B C D E
c) officials as role models?	N/A 0 1 2 3 4 5	N/A A B C D E	N/A A B C D E	N/A A B C D E

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PROPOSED ACTION	N/A = not applicable	A = no action	B = reduce	C = maintain	D = upgrade	E = special initiative	

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OFFICIALS DEVELOPMENT

(1) RECRUITMENT AND ACCESS (cont'd)

HOW WOULD YOU RATE YOUR:	CURRENT STATUS	1992 ACTION	1993 ACTION	1994 ACTION
5. Ability to project officiating needs?	N/A 0 1 2 3 4 5	N/A A B C D E	N/A A B C D E	N/A A B C D E
6. Remuneration practices for officials?	N/A 0 1 2 3 4 5	N/A A B C D E	N/A A B C D E	N/A A B C D E
7. Principal age category for officials entering your sport: a) under 18 years? b) 19 - 30 years? c) over 30 years?	N/A 0 1 2 3 4 5 N/A 0 1 2 3 4 5 N/A 0 1 2 3 4 5	N/A A B C D E N/A A B C D E N/A A B C D E	N/A A B C D E N/A A B C D E N/A A B C D E	N/A A B C D E N/A A B C D E N/A A B C D E
8. Principal source of officials entering your sport: a) current athletes? b) former athletes? c) teachers? d) parents of athletes?	N/A 0 1 2 3 4 5 N/A 0 1 2 3 4 5 N/A 0 1 2 3 4 5 N/A 0 1 2 3 4 5	N/A A B C D E N/A A B C D E N/A A B C D E N/A A B C D E	N/A A B C D E N/A A B C D E N/A A B C D E N/A A B C D E	N/A A B C D E N/A A B C D E N/A A B C D E N/A A B C D E

CURRENT STATUS	N/A = not applicable	0 = not in place	1 = poor	2 = satisfactory	3 = good	4 = very good	5 = excellent
PROPOSED ACTION	N/A = not applicable	A = no action	B = reduce	C = maintain	D = upgrade	E = special initiative	

OFFICIALS DEVELOPMENT

(1) RECRUITMENT AND ACCESS (cont'd)

HOW WOULD YOU RATE YOUR:	CURRENT STATUS	1992 ACTION	1993 ACTION	1994 ACTION
9. Entry point access, for officials, to your sport through:				
a) the school system?	N/A 0 1 2 3 4 5	N/A A B C D E	N/A A B C D E	N/A A B C D E
b) the municipal recreation system?	N/A 0 1 2 3 4 5	N/A A B C D E	N/A A B C D E	N/A A B C D E
c) the club system?	N/A 0 1 2 3 4 5	N/A A B C D E	N/A A B C D E	N/A A B C D E
d) direct PSO programs?	N/A 0 1 2 3 4 5	N/A A B C D E	N/A A B C D E	N/A A B C D E
e) an officials association?	N/A 0 1 2 3 4 5	N/A A B C D E	N/A A B C D E	N/A A B C D E

CURRENT STATUS	N/A = not applicable	0 = not in place	1 = poor	2 = satisfactory	3 = good	4 = very good	5 = excellent
PROPOSED ACTION	N/A = not applicable	A = no action	B = reduce	C = maintain	D = upgrade	E = special initiative	

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SPORT SERVICES BRANCH

OFFICIALS DEVELOPMENT

(2) EDUCATION AND TRAINING

HOW WOULD YOU RATE YOUR:	CURRENT STATUS	1992 ACTION	1993 ACTION	1994 ACTION
1. Data base on officials by: a) certification level? b) active VS inactive? c) zonal distribution? d) gender?	N/A 0 1 2 3 4 5 N/A 0 1 2 3 4 5 N/A 0 1 2 3 4 5 N/A 0 1 2 3 4 5	N/A A B C D E N/A A B C D E N/A A B C D E N/A A B C D E	N/A A B C D E N/A A B C D E N/A A B C D E N/A A B C D E	N/A A B C D E N/A A B C D E N/A A B C D E N/A A B C D E
2. Ability to deliver sufficient officials courses to meet projected needs in: a) Zone 1 (K)? b) Zone 2 (O)? c) Zone 3 (F)? d) Zone 4 (D)? e) Zone 5 (V)? f) Zone 6 (I)? g) Zone 7 (W)? e) Zone 8 (E)?	N/A 0 1 2 3 4 5 N/A 0 1 2 3 4 5 N/A 0 1 2 3 4 5 N/A 0 1 2 3 4 5 N/A 0 1 2 3 4 5 N/A 0 1 2 3 4 5 N/A 0 1 2 3 4 5 N/A 0 1 2 3 4 5	N/A A B C D E N/A A B C D E N/A A B C D E N/A A B C D E N/A A B C D E N/A A B C D E N/A A B C D E N/A A B C D E	N/A A B C D E N/A A B C D E N/A A B C D E N/A A B C D E N/A A B C D E N/A A B C D E N/A A B C D E N/A A B C D E	N/A A B C D E N/A A B C D E N/A A B C D E N/A A B C D E N/A A B C D E N/A A B C D E N/A A B C D E N/A A B C D E

CURRENT STATUS

N/A = not applicable

0 = not in place

1 = poor

2 = satisfactory

3 = good

4 = very good

5 = excellent

OFFICIALS DEVELOPMENT

(3) SUPPORT PROGRAMS

HOW WOULD YOU RATE YOUR:	CURRENT STATUS	1992 ACTION	1993 ACTION	1994 ACTION
1. Use of such support programs as:				
a) workshops/conferences?	N/A 0 1 2 3 4 5	N/A A B C D E	N/A A B C D E	N/A A B C D E
b) training centre visits?	N/A 0 1 2 3 4 5	N/A A B C D E	N/A A B C D E	N/A A B C D E
c) newsletters?	N/A 0 1 2 3 4 5	N/A A B C D E	N/A A B C D E	N/A A B C D E
d) mentoring?	N/A 0 1 2 3 4 5	N/A A B C D E	N/A A B C D E	N/A A B C D E
e) work with provincial teams?	N/A 0 1 2 3 4 5	N/A A B C D E	N/A A B C D E	N/A A B C D E
f) National Training Centre visits?	N/A 0 1 2 3 4 5	N/A A B C D E	N/A A B C D E	N/A A B C D E
g) work with national teams?	N/A 0 1 2 3 4 5	N/A A B C D E	N/A A B C D E	N/A A B C D E
2. Officials Recognition Program at the:				
a) local/club level?	N/A 0 1 2 3 4 5	N/A A B C D E	N/A A B C D E	N/A A B C D E
b) zonal level?	N/A 0 1 2 3 4 5	N/A A B C D E	N/A A B C D E	N/A A B C D E
c) provincial level?	N/A 0 1 2 3 4 5	N/A A B C D E	N/A A B C D E	N/A A B C D E

CURRENT STATUS	N/A = not applicable	0 = not in place	1 = poor	2 = satisfactory	3 = good	4 = very good	5 = excellent
PROPOSED ACTION	N/A = not applicable	A = no action	B = reduce	C = maintain	D = upgrade	E = special initiative	

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SPORT SERVICES BRANCH

OFFICIALS DEVELOPMENT

(3) SUPPORT PROGRAMS (cont'd)

HOW WOULD YOU RATE YOUR:	CURRENT STATUS	1992 ACTION	1993 ACTION	1994 ACTION
3. Number of officials at the:				
a) local/club level?	N/A 0 1 2 3 4 5	N/A A B C D E	N/A A B C D E	N/A A B C D E
b) zonal level?	N/A 0 1 2 3 4 5	N/A A B C D E	N/A A B C D E	N/A A B C D E
c) provincial level?	N/A 0 1 2 3 4 5	N/A A B C D E	N/A A B C D E	N/A A B C D E
4. Officials use of:				
a) Skills Program?	N/A 0 1 2 3 4 5	N/A A B C D E	N/A A B C D E	N/A A B C D E
b) SportsAid Program?	N/A 0 1 2 3 4 5	N/A A B C D E	N/A A B C D E	N/A A B C D E
c) FAIRPLAY materials?	N/A 0 1 2 3 4 5	N/A A B C D E	N/A A B C D E	N/A A B C D E
d) PSO workshops?	N/A 0 1 2 3 4 5	N/A A B C D E	N/A A B C D E	N/A A B C D E

CURRENT STATUS
PROPOSED ACTION

N/A = not applicable

0 = not in place

1 = poor

2 = satisfactory

3 = good

4 = very good

5 = excellent

F = special initiative

OFFICIALS DEVELOPMENT

(3) SUPPORT PROGRAMS (cont'd)

HOW WOULD YOU RATE YOUR:	CURRENT STATUS	1992 ACTION	1993 ACTION	1994 ACTION
5. Work with other partners in the delivery of high performance officials education, including:				
a) your Officials Association?	N/A 0 1 2 3 4 5	N/A A B C D E	N/A A B C D E	N/A A B C D E
b) colleges/universities?	N/A 0 1 2 3 4 5	N/A A B C D E	N/A A B C D E	N/A A B C D E
c) homogeneous sports?	N/A 0 1 2 3 4 5	N/A A B C D E	N/A A B C D E	N/A A B C D E
d) Sport Services Branch?	N/A 0 1 2 3 4 5	N/A A B C D E	N/A A B C D E	N/A A B C D E
e) your NSO?	N/A 0 1 2 3 4 5	N/A A B C D E	N/A A B C D E	N/A A B C D E

CURRENT STATUS	N/A = not applicable	0 = not in place	1 = poor	2 = satisfactory	3 = good	4 = very good	5 = excellent
PROPOSED ACTION	N/A = not applicable	A = no action	B = reduce	C = maintain	D = upgrade	E = special initiative	

SPORT SERVICES BRANCH

(4) EVALUATION

CURRENT STATUS	N/A = not applicable	0 = not in place	1 = poor	2 = satisfactory	3 = good	4 = very good	5 = excellent
PROPOSED ACTION				C = maintain	D = upgrade	E = special initiative	

OFFICIALS DEVELOPMENT

(4) EVALUATION (cont'd)

HOW WOULD YOU RATE YOUR:	CURRENT STATUS	1992 ACTION	1993 ACTION	1994 ACTION
4. Communication between high-performance officials and your executive?	N/A 0 1 2 3 4 5	N/A A B C D E	N/A A B C D E	N/A A B C D E
5. Procedure to identify and downgrade poor officials?	N/A 0 1 2 3 4 5	N/A A B C D E	N/A A B C D E	N/A A B C D E
6. Process of providing evaluation feedback to:				
a) the official?	N/A 0 1 2 3 4 5	N/A A B C D E	N/A A B C D E	N/A A B C D E
b) your chief of officials?	N/A 0 1 2 3 4 5	N/A A B C D E	N/A A B C D E	N/A A B C D E
7. PSO/NSO relationship re:				
a) national level officials selection?	N/A 0 1 2 3 4 5	N/A A B C D E	N/A A B C D E	N/A A B C D E
b) officials information exchange?	N/A 0 1 2 3 4 5	N/A A B C D E	N/A A B C D E	N/A A B C D E
c) gender equity initiatives?	N/A 0 1 2 3 4 5	N/A A B C D E	N/A A B C D E	N/A A B C D E

CURRENT STATUS	N/A = not applicable	0 = not in place	1 = poor	2 = satisfactory	3 = good	4 = very good	5 = excellent
PROPOSED ACTION	N/A = not applicable	A = no action	B = reduce	C = maintain	D = upgrade	E = special initiative	

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OFFICIALS DEVELOPMENT

(5) COMPETITION

HOW WOULD YOU RATE YOUR:	CURRENT STATUS	1992 ACTION	1993 ACTION	1994 ACTION
1. Integration of your athlete development model and your officials development model?	N/A 0 1 2 3 4 5	N/A A B C D E	N/A A B C D E	N/A A B C D E
2. Provision of sufficient qualified officials for competitions:				
a) by age/calibre?	N/A 0 1 2 3 4 5	N/A A B C D E	N/A A B C D E	N/A A B C D E
b) by gender?	N/A A B C D E	N/A A B C D E	N/A A B C D E	N/A A B C D E
c) in Zone 1 (K)?	N/A 0 1 2 3 4 5	N/A A B C D E	N/A A B C D E	N/A A B C D E
d) in Zone 2 (O)?	N/A 0 1 2 3 4 5	N/A A B C D E	N/A A B C D E	N/A A B C D E
e) in Zone 3 (F)?	N/A 0 1 2 3 4 5	N/A A B C D E	N/A A B C D E	N/A A B C D E
f) in Zone 4 (D)?	N/A 0 1 2 3 4 5	N/A A B C D E	N/A A B C D E	N/A A B C D E
g) in Zone 5 (V)?	N/A 0 1 2 3 4 5	N/A A B C D E	N/A A B C D E	N/A A B C D E
h) in Zone 6 (I)?	N/A 0 1 2 3 4 5	N/A A B C D E	N/A A B C D E	N/A A B C D E
i) in Zone 7 (W)?	N/A 0 1 2 3 4 5	N/A A B C D E	N/A A B C D E	N/A A B C D E
j) in Zone 8 (E)?	N/A 0 1 2 3 4 5	N/A A B C D E	N/A A B C D E	N/A A B C D E

CURRENT STATUS	N/A = not applicable	0 = not in place	1 = poor	2 = satisfactory	3 = good	4 = very good	5 = excellent
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OFFICIALS DEVELOPMENT

(6) RETENTION

HOW WOULD YOU RATE YOUR:	CURRENT STATUS	1992 ACTION	1993 ACTION	1994 ACTION
1. Commitment to encourage officials to stay involved with your sport?	N/A 0 1 2 3 4 5	N/A A B C D E	N/A A B C D E	N/A A B C D E
2. Provision of opportunity to officiate at the following competitive levels: a) entry/early competitor? b) low intensity? c) high intensity?	N/A 0 1 2 3 4 5 N/A 0 1 2 3 4 5 N/A 0 1 2 3 4 5	N/A A B C D E N/A A B C D E N/A A B C D E	N/A A B C D E N/A A B C D E N/A A B C D E	N/A A B C D E N/A A B C D E N/A A B C D E
3. Opportunity for officials to receive training in other traditional roles: a) coaching? b) talent scout/evaluator? c) administrator? d) athlete therapist?	N/A 0 1 2 3 4 5 N/A 0 1 2 3 4 5 N/A 0 1 2 3 4 5 N/A 0 1 2 3 4 5	N/A A B C D E N/A A B C D E N/A A B C D E N/A A B C D E	N/A A B C D E N/A A B C D E N/A A B C D E N/A A B C D E	N/A A B C D E N/A A B C D E N/A A B C D E N/A A B C D E
4. Opportunity for officials to stay involved in non-traditional ways, (eg.) speakers, mentors, etc?	N/A 0 1 2 3 4 5	N/A A B C D E	N/A A B C D E	N/A A B C D E

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PROPOSED ACTION	N/A = not applicable	A = no action	B = reduce	C = maintain	D = upgrade	E = special initiative	

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SPORT SERVICES BRANCH

OFFICIALS DEVELOPMENT

ACTION PLAN SUMMARY

1.	
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OFFICIALS DEVELOPMENT

ACTION PLAN SUMMARY (cont'd)

6.	
7.	
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10.	

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PSO/CONTRIBUTORS IDENTITY PAGE

This Sport Macroscopic has been completed by the:

(name of association)

The following individuals have contributed to this planning process:

[illegible]

DOCUMENT: 870-226/034

MEETING OF THE INTERPROVINCIAL SPORT AND RECREATION COUNCIL



Responding to the Challenge: A Strategic Leadership Role
for the "Recreation and Community Services Branch"

British Columbia

TORONTO, Ontario
June 2 and 4, 1992

RESPONDING TO THE CHALLENGE:

**A STRATEGIC LEADERSHIP ROLE
FOR THE 'RECREATION AND COMMUNITY
SERVICES BRANCH'**

**Sport and Recreation Division,
Ministry of Municipal Affairs, Recreation and Housing**

**A Strategic Plan
Recommended to the Branch
by Key Stakeholders
and Set in the
Context of the Mission
for Recreation
in the 1990's**

March, 1992

PREFACE

The Ministry of Municipal Affairs, Recreation and Housing has committed to **integrated strategic planning**. A June, 1991 document introduces corporate (Ministry-wide) mission, value and vision statements and goes on to identify ten corporate goals and related issues.

"The Ministry recognizes the importance of integrating corporate planning at the department and division/branch levels."

This document recommends a strategic plan for the Recreation and Community Services Branch. The paper was prepared by the recreation system itself, facilitated by a consultant operating at 'arms length' from the Branch.

The plan is intended to position the Branch effectively in British Columbia's complex and sophisticated leisure service industry. We are looking for strategic leadership roles for the Branch as the field positions itself on the agendas of the last decade of this century and responds to the challenges of the 21st century. The full process is summarized in Appendix 1.

We are building on the extensive and excellent reviews, analyses and discussions already complete. The intent is not to reinvent - rather we need to revisit and rethink as together we attempt to identify the key roles and initiatives for the Branch.

The document:

- ♦ describes the context that the Branch is operating in - statements of **VALUES, VISION** and **MISSION** for the recreation system as a whole
- ♦ summarizes the critical **ISSUES** facing recreation in British Columbia in the 90's - and identified those that might require a provincial response
- ♦ provides clear sense of the business the Branch is in - a **MISSION** statement that defines why it exists, what it's primary activities/services should be
- o well defined **KEY RESULT AREAS**, each accompanied by goals and general strategies that define the focus of the Branch in the foreseeable future (next 2-3 years).

Although not yet approved by the Branch, this **recommended strategic plan** is being circulated to the participants in the final workshop for their comments. Simultaneously, it is being fully reviewed and debated within the Ministry of Municipal Affairs, Recreation and Housing.

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SECTION 1: RECREATION IN BRITISH COLUMBIA

1.1 DEFINITIONS

The following definition is based on a resolution of the Ministers of Sport and Recreation from across Canada (provincial, territorial and federal) in 1974 - since ratified and recommended by the same group (1987), by many provinces for their own use, AND by the 'Action Challenge' in British Columbia in 1989:

Recreation is all those things that a person or group engages in to make life physically, creatively, culturally, socially, spiritually or intellectually satisfying. It is a foundation of personal and community health and well-being.

The definition implies inclusion of physical recreation, sport, discretionary arts and cultural activities, social activity and elements of 'life long' learning. Additional definitions can be found in appendix 2.

1.2 MISSION FOR THE RECREATION SYSTEM

The 'Action Challenge' recommended long term directions for the recreation system in British Columbia: mission, vision, goals and objectives. Each statement was intended to direct the complex partnership, not a single agency or organization.

The following mission statement builds on this initial work by giving additional recognition to the parks and environmental side of our mandate. It also includes the additional understandings generated by the national project on the 'Benefits of Recreation'. The statement defines the business or movement that we are involved in together - the purpose of our partnership.

MISSION FOR THE BC RECREATION SYSTEM

Through provision of opportunities and encouragement of participation in recreation, to enhance quality of life in British Columbia and nurture the well-being of our people, their communities and their environments.

Together, through the opportunity afforded by recreation, we:

- ♦ bring enjoyment, fun and beauty to the lives of individuals and their communities
- ♦ develop values cherished by British Columbians
- ♦ stimulate the holistic growth and development of individuals - helping them achieve their full and balanced potential (physical, creative, intellectual, spiritual and social) - towards healthy individuals
- ♦ strengthen the social foundations of our society - supporting families, facilitating 'cross cultural' understanding, nurturing leadership and creating 'self reliant' community organizations - towards healthy communities
- ♦ increase awareness and stewardship of the environment through outdoor recreation and education - we protect, preserve, restore and enhance significant natural areas and habitats and we serve as catalysts in the mobilization of local resources towards 'green, sustainable communities'
- ♦ build and renew local economies - creating economic opportunity, making our communities attractive for industrial relocation and providing leisure learning opportunities that help citizens develop the skills required by economic, environmental and social change.

1.3

THE VALUES AND PRINCIPLES WE SHARE

policies and initiatives are founded on the values and principles held by decision-makers. Often, they are not fully discussed and debated with those affected, by the stakeholders.

This section proposes a set of understandings that are understood and supported by the many participants involved in the process. The following statements have been adapted from sources such as the National Recreation Statement, 'the ACTION CHALLENGE', policies from other Canadian provinces, and internal Ministry documents. They were then tested and refined through a survey process, two meetings with representatives of municipalities and provincial sport organizations, and intensively during the final policy workshop.

THE ESSENTIAL NATURE OF RECREATION

Recreation is a fundamental human need, essential to the individual's psychological, social, physical and spiritual health and well-being.

Recreation is an essential component of the quality of life of BC residents. It is valued and supported as a key partner in the fabric of human services in the province - along with education, health and social services.

THE FOUNDATION OF OUR IDENTITY, CULTURE AND PRIDE

Leisure provides the opportunity to balance our lives, to become artists and athletes, to relate to our culture and heritage; we thrive on the pride and self-respect we develop through personal achievement, and the successes of our neighbours and of our communities.

Stewardship of the environment and outdoor recreation must become the fundamental 'cultural trademark' of the British Columbia lifestyle and visitor appeal.

EQUITY AND ACCESSIBILITY

All residents of British Columbia should have the opportunity to participate in recreation. The recreation system is committed to addressing and removing barriers that limit access and full involvement. We are particularly concerned about leisure equity for the aboriginal peoples, women, people with disabilities, the economically disadvantaged, ethnic populations and the small or remote community.

THE PARTNERSHIP - A COMPLEX SYSTEM WORKING TOGETHER

We believe:

- ♦ that recreation is a personal matter - individuals should freely identify and pursue activities of their own choice - wherever possible services should promote and facilitate individual initiative and self-reliance, self sufficiency and responsibility.
- ♦ that the sphere in which people find meaning and purpose is the family, the neighbourhood and the community; with its schools, places of worship, libraries, cultural institutions, sports/arts/recreation clubs and social organizations. All public sector services must recognize and support communities - both geographical and 'communities of interest'.

We assume full cooperation between levels of government towards the full potential of our recreation system:

- ♦ we see local government (municipalities, band councils, authorities) as the prime agency or level. They are closest to the people and therefore likely to respond more quickly, more effectively and with more flexibility in matters of recreation. While local government need not always respond directly to local need through direct provision, it should be seen as the agency responsible for identifying needs, developing responsive opportunities and ensuring that recreation services are coordinated.
- ♦ recreation responsibilities are found throughout the provincial and federal governments - we believe that senior government involvement and support, from both levels, is essential to the effectiveness of the overall system.

The role of the private sector is increasing in scale and significance as it responds to the growing demand for leisure opportunities. The recreation system has a responsibility both to encourage the development of private and commercial opportunities that can respond effectively to demand, develop the economic base and reduce pressures on the tax base AND to regulate such activities to protect the rights of individuals, communities and the environment.

We recognize the complexity and diversity of the recreation 'system' and the fact that it has yet to function effectively together. However, we are firm in our commitment to building bridges, alliances and partnerships to increase overall effectiveness and responsiveness. We pursue the potential of synergy:

- ♦ within communities - local groups, authorities and governments cooperating to maximize opportunities to participate
- ♦ between elements of the system - sports, arts, culture, and leisure education working together to ensure a range of choice
- ♦ with allied fields that share our sense of mission - health, social services, education, tourism
- ♦ among public land management authorities so that local parks, crown lands, provincial forests, provincial parks and national parks combine into a comprehensive system capable of responding to the needs of both our people and our ecosystem.

1.4 THE CHANGING CONTEXT - ISSUES AND TRENDS

The issues and trends discussed in this section are the most significant of the many identified during the review of the 'Action Challenge' (Suart, 1990), by the Ministry through its own strategic planning work, during the interview process and at the final policy workshop.

THE RECREATION COMMUNITY AND SYSTEM HAS GROWN

British Columbia's recreation community has matured a great deal since roles for the Provincial Government were first developed. Municipal parks and recreation departments have become relatively large and sophisticated; special interest groups have grown, become highly organized and are often well supported by their own professional staff; related provincial associations now do much of the work originally undertaken by provincial agencies.

Each agency or organization is increasingly able to handle its area of concern and its operations - single slices of the pie that, in its entirety, is the provincial recreation system.

On the other hand, the provincial agency responsible for recreation (currently the Recreation and Community Services Branch) has been relatively low profile. Having retreated to Victoria with the closure of field offices in the early 80's and operating with one of the smallest staff complements in the country (compared to counterpart operations in other provinces); the provincial presence has been limited:

- ♦ to a few special programs (e.g. native leadership, Junior Olympics)
- ♦ to leadership development (SKILLS, Provincial Leadership Development Program, Premiers Sport Award Program)
- ♦ to financial support for provincial recreation associations, and
- ♦ to direct grants of \$400 per annum to the smaller recreation commissions.

Issue 1: The Diminished Provincial Government Role

The Branch is clearly operating below any conceivable threshold level required for effective leadership in the recreation system - it lacks the critical mass necessary to be a lead agency. How will it respond?

ECONOMIC CHANGE AND RESTRAINT IS INEVITABLE THROUGH THE 90'S

British Columbia is in the initial stage of structural economic change that will persist into the 21st century. Short term pressures are most evident: new patterns emerging as a result of Free Trade, the impact of the GST, rulings on GATT and a lingering recession. However, larger pressures and patterns are firmly established that will prolong the period of restraint: the emergence of a global economy and trading blocks; the high cost of shifting into an information and service based economic structure; the costs of looking after the displaced worker (training and temporary unemployment); the legacy of spiralling health and social service costs because we were unable to find the will to invest in preventive approaches; and the cost of cleaning up the environmental damage of the industrial age and investing in the technologies and approaches required for sustainable development.

Government restraint will be the rule of thumb through the 90's. The private sector has downsized and completely restructured in many cases, and the public is beginning to believe that it is the public sector's turn. Confidence in public sector leadership and in the bureaucracy is at an all time low. And public pressure for accountability, deficit reduction and tax stabilization nears 'revolt' proportions. Growth will only be tolerated in areas that relate directly to the social, economic and environmental agendas and priorities of the public. In essence, government is discovering that many of the roles it took on during the affluent years are not sustainable, many no longer priorities - unfortunately, in the interim, we have created dependencies and expectations that will have to be carefully managed.

The dilemma for the recreation system is compounded by a number of factors:

- ♦ the high cost of maintaining aging facilities built during periods of rapid service expansion - the time has come for major capital replacement and/or upgrading to appeal to changing needs and a more demanding market
- ♦ the apparent inability to self-fund new initiatives, by shifting resources internally, due to the power of well organized user groups who insist on the 'status quo'
- ♦ rapid growth and urban expansion in many areas that both increases demand and pushes the cost of land required to meet open space and facility objectives beyond financial reach of the virtually every agency's budget.

However properly managed, restraint can be viewed as an opportunity to carefully evaluate and reposition the system. Many of our products are declining in both appeal and significance; many new needs require response. Tight budgets force the required critical thinking and tough decisions.

Issue 2: Restraint

How will the recreation system balance the need to sustain traditional expectations (programs, open spaces and facilities) while investing in initiatives that respond to the social, environment and economic priorities of the 90's?

Issue 3: Recreation's Role in Economic Renewal

How will the recreation system respond to its unique opportunity to contribute to economic development by increasing the location appeal of the community, through partnerships with tourism, encouragement of commercial recreation initiatives and provision of leisure learning programs that help citizens develop the skills essential to success in a changing economy?

EQUITY AND ACCESSIBILITY HAS NOT YET BEEN ACHIEVED

We are increasingly aware of the needs of the 'service poor' - populations that do not enjoy access to the opportunity of leisure because of location, income, ability level, age, gender, race or cultural background.

While many initiatives have been taken in the past, if we are to respect the principles that stress the essential nature of recreation FOR ALL, more attention will have to be paid to:

- ♦ the needs of residents of small and remote communities that have yet to develop the local ability to provide basic services
- ♦ the continuing need to ensure gender equity and the availability of appropriate and appealing services for all age groups
- ♦ the needs of the economically disadvantaged, all but cut off from services that increasingly emphasize recovery rates and revenue
- ♦ the needs of new Canadians who have different interests that we could be sharing and learning about even as we use the opportunity of leisure to help them develop life skills in their new land - a clear need to remove barriers and encourage cross-cultural opportunities

- ♦ the needs of those with restricted abilities, the disabled, the physically and mentally challenged, those recently returned to community life from institutions
- ♦ the needs and aspirations of native and aboriginal citizens who have recently discovered the potential that recreation can play in building strong individuals, restoring a sense of community and pride, and offering early intervention opportunities to avoid health problems and social malaise.

Issue 4: The Disenfranchised

What support and leadership will the recreation system require to truly respond to the needs of those BC residents who do not currently enjoy access to basic leisure opportunities? What approaches can be used to make a difference in the lives of these citizens - using the opportunity of leisure?

THE SPIRALLING COSTS OF HEALTH AND SOCIAL SERVICES

British Columbia is committed to its people. Recreation, health, and social services are assumed as a right. However, spiralling costs in each of these service areas challenge each to find new approaches - to somehow manage to 'do more with less'.

The themes that will likely guide these delivery systems in the future include:

- ♦ a focus on individual physical and mental well-being
- ♦ a commitment to family and community strength - the foundations of a healthy and strong society
- ♦ preventive services and programs - early intervention
- ♦ emphasis on self-help, personal responsibility and self-reliance
- ♦ decentralization, and indeed devolution - increased involvement of local organizations and the community-based volunteer
- ♦ inter-disciplinary, holistic approaches.

Increasingly we are understanding that we share common goals, that our services overlap, and that we can help each other accomplish more by sharing resources. We have already begun. Examples include 'Active Living', the myriad of agencies that use recreation for social ends, organizations such as the Y's and the Boys' and Girls' Clubs that straddle the recreation/health/social service fencelines.

We can do so much more. Imagine true community centres, perhaps wellness centres, managed by the recreation agency but staffed and supported by health, social services and extension education staff. Imagine our potential for early intervention, through leisure, in the lives of young people and families that are 'at risk' and in danger of 'going off the rails'. Imagine the potential if our network of volunteers and our community development strengths could be employed to build a holistic human service system at the neighbourhood level.

We are missing opportunities!

Issue 5: Positioning Recreation on the Social Agenda

What can be done to expand our abilities, link with other fields and convince decision-makers that investment in recreation as a preventive health and social service makes sense/cents? Can recreation become the champion of wellness and well-being in British Columbia's communities?

BUILDING THE EDUCATION PARTNERSHIP

Similarly, we have just touched the surface of our potential to work more closely with BC's educational community. Imagine life-long leisure learning opportunities developed in partnership with the education community. Imagine leisure education delivered to all BC children and youth through the curriculum. Imagine our combined potential to create a self-directed 'learning culture' in BC. Imagine physical activity in every school day - demonstrating the benefits of 'active living' in terms of personal well-being and productivity. Imagine recreation, education and social services combined to ensure that extracurricular activities for the school aged child are enjoyable, developmental and provide a 'safe haven' for the 'latch key' child. Imagine collaborative approaches that retain the interest of the 'high risk' youth through experiential education programs, often in the outdoors. Imagine our combined potential to deliver the environmental message and experience to our young people.

Issue 6: Expanding the Education Partnership

How should we begin to explore the potential of cooperative programming and increased facility sharing between the recreation and education fields?

COMMITMENT TO LEADERSHIP DEVELOPMENT WITHIN THE SYSTEM

We have yet to provide leaders in the recreation system with the ongoing education and training that they require to remain current and relevant in a changing society.

Our volunteers need additional support - proper recruitment, enhanced training, effective supervision and evaluation, recognition. Training must relate to the high responsibilities assigned to these key human resources; activity skills, leadership skills, safety skills and management skills. We must expect them to behave as professionals if they are to be responsible for client 'well being' and our programs; in turn, we must respect them as equal partners in the delivery of recreation opportunities.

The province's professional education system needs additional support if it is to provide first class preparation for the career-oriented recreationist and keep up with the need for constant upgrading, life-long learning. We must give increased emphasis to wellness, community development, cross-cultural initiatives, the ecological approach to planning and land management if our staff are to lead the field unto the social and environmental agendas of the 90's.

Issue 7: Leadership Development

How best can the recreation and education systems collaborate to ensure that our volunteer and professional leadership is 'up to the challenge' of a dynamic, complex and increasingly discerning market?

OUR COMMUNITY FOUNDATIONS ARE 'AT RISK'

As the recreation system has grown, we have institutionalized and professionalised our responses in many ways. Our future depends on our ability to remain 'client driven' and in touch with the community - our stakeholders. As the community becomes more complex (changing households, many cultures, many income levels, etc.), we will have to listen carefully to this changing market to remain relevant.

Ultimately, the answer is to fully involve all stakeholders in planning, decision-making and delivery of services. We will become the community in the sense that our staff and volunteer network will reflect the populations they serve. Our services will emphasize community development - helping the community identify the issues that affect them, develop responses and related initiatives, and then manage and operate their own programs.

Issue 8: Community Development

How can we best ensure that the community drives recreation and parks services and that the community has the support it needs to respond to its own needs?

THE ENVIRONMENTAL CHALLENGE

The 90's will likely go down in history as the decade of the environment. The western world has turned 'green' - the importance of our natural environment and sustainable development is appreciated and influencing policy in all sectors. Parks and recreation departments have always been the protectors of natural environments, aquifers, woodlots, floodplains and habitat. Together with education, we have been the primary providers of outdoor recreation, outdoor education and environmental awareness programs.

The problem is that many practitioners and policy makers have seen this role as secondary to park development and basic maintenance.

We are often better at cutting grass, levelling or paving parkland and installing buildings or equipment on open spaces - we have focused on open space as locations for formal games, for taming and horticulture, for manicured parkland.

Imagine our potential as 'stewards of the environment' in municipalities across the province. Imagine cooperative planning on a regional basis to ensure the protection of natural corridors for linear recreation, for nature appreciation and for wildlife - formally coordinating the efforts of adjacent municipalities, regional districts, provincial forests, provincial parks, etc. Imagine the full potential of our partnership with education - expanding our commitment to increasing environmental awareness - helping citizens understand ecosystem health and environmental integrity.

The field of recreation is challenged to use the 'easy entry' opportunity of leisure to encourage first steps toward sustainable behaviours and lifestyles - building the conserver society.

Issue 9: The Environmental Movement

How will the parks and recreation field build on its legacy of commitment to the environment to emerge as recognized and fully supported 'stewards of the environment' in municipalities and regions throughout British Columbia?

RECREATION AND CHANGE

We live in a period of rapid social, technological, and economic change. Society is becoming more sensitive to the values and to the environmental ethic that has always driven the recreation and parks movement.

Increasingly we are aware that discretionary time provides the opportunity for individuals and communities to experiment with options and alternatives. Recreation provides the opportunity to develop new skills, learn about and do something about social and environmental issues, experiment with new social or community models. Ruben Nelson, in his paper 'Canoeing in Changing Waters' (prepared for the 1988 Ministers Conference) pointed out that recreation can pilot, demonstrate or model the lifestyles, approaches and organizational structures of the post-industrial age. If we 'get it right' around issues like leisure equity, sustainable management, community empowerment, etc., we can pave the way to a healthier, stronger society in the 21st century.

Issue 10: Responding to Change

What can we do to nurture innovation and responsive change in the recreation and parks field? Can we position ourselves as the lead agency in the social experimentation required of an evolving society?

THE SYSTEM LACKS EFFECTIVE LEADERSHIP AND COORDINATION

One cannot help but be impressed by the commitment and calibre of leadership in the individual agencies, organizations and departments that together comprise British Columbia's recreation delivery system. Each piece of the 'recreation pie' is likely well managed, increasingly able to handle its own area of concern and its own operations.

The outstanding question becomes 'who is looking after the pie?', making sure that the pieces 'add up'. Who is responsible for, or taking the time required to, nurture the potential of the whole recreation community, recreation delivery system or leisure industry of the province?

The short answer is that no one has yet developed the ability, or the credibility, to provide effective leadership and coordination to the entire system. And this level of management and support is missed - the lack is addressed and emphasized in many reports (the

'Action Challenge', the Stuart Report, the Vision for Outdoor Recreation, etc.), and throughout the interviews and surveys during this review process.

Issue 11: Coordination Within Recreation System

What steps can be taken to ensure increased and appropriate levels of collaboration between those that provide leadership within British Columbia's recreation community (e.g. the Division, the Ministers Advisory Committee, BCRPA, BCSRCD, ORC, BCRFA and more specialized provincial recreation organizations)?

Issue 12: Synergy With Related Fields

How can the recreation system improve its ability to work with, support and influence other related systems to better respond to the priority needs of the province - the human services network, the outdoor recreation network, the environmental network, parks and tourism?

1.5 A VISION OF EXCELLENCE

The 'Action Challenge' prescribed a vision of the recreation system of the future. It was expanded by the key stakeholders who participated in the final policy workshop and is being taken back to their organizations for review, modification and formal adoption. In the interim, it will serve as the target or comprehensive goal statement for the Branch as it strives to make its own, unique contribution to the evolution of British Columbia's recreation system.

Imagine British Columbia's recreation system at the turn of the century, the year 2001. Imagine our potential

British Columbians appreciate, value and enjoy the social, cultural, environmental and economic benefits of recreation. Through the 90's, the recreation and education systems partnered to achieve recreational literacy in the province - families and communities reinforce and demonstrate the message daily.

Leisure equity is guaranteed. All British Columbians have access to quality programs and facilities - barriers are removed as they are discovered. All residents pursue chosen activities to the extent and skill level they prefer. We understand both our right to participate and the responsibilities of participation, becoming fully involved in the planning and delivery of the services we enjoy.

The recreation system has emerged as a champion of personal and community wellness. Joint initiatives with health, social services, police and education have significantly reduced the distress and cost associated with malaise and dysfunction. Early intervention through the opportunity of recreation is simply more humane than previous approaches that required crisis before offering assistance.

Recreation demonstrates sustainable, environmentally responsible practices at all times. We advocate for the environment, deliver the ecological message through programs, help communities explore conservator approaches through discretionary activity and assume coordinating responsibility for significant natural areas and corridors.

Recreation, parks and protected natural environments are recognized as the 'cultural trademarks' of the BC lifestyle - making our province THE place to live in Canada. We are renowned for commitments to life balance, active living and environmental stewardship. Participation rates are the highest in the nation.

Recreation is recognized for value-added economic contribution - a vital force in community planning, business development and stabilizing the provincial financial climate. Recreation and education have linked to better prepare children and youth to become contributing citizens; and to create a life-long, self-directed 'learning culture' in British Columbia.

Recreation nurtures leadership. Our programs identify, train and support leaders who will serve British Columbia for the rest of their lives.

Recreation models the mature partnerships that make the post-industrial society work. Sport, arts, culture and education have grown together through their commitment to the human potential. Our work builds bridges between cultures, the generations, people of different abilities and perspectives. Borders between professions and disciplines have blurred in our collaborative efforts to create healthy, strong and 'self reliant' individuals and communities. Our best human resources are 'cross trained'. Our organizations are managed in a coordinated and cooperative manner by volunteers and staff at all levels - the circle has replaced the pyramid.

The recreation system is informed, reflective and visionary. We employ research and planning selectively and effectively. The recreation community can be proud of its reputation for responsiveness, innovation, foresight; and our efforts to help British Columbians experiment with healthy lifestyle options through recreation. We focus on the social, environmental and economic agendas of the society we serve - our relevance to the issues of the day ensuring the stakeholder support and commitment required for effective ongoing service.

Recreation is central to BC's enviable quality of life!

SECTION 2: A STRATEGIC LEADERSHIP ROLE FOR THE PROVINCIAL GOVERNMENT (THE BRANCH)

2.1 ADVICE FROM THE STAKEHOLDERS

British Columbia's recreation system wants leadership from the Provincial Government through the Recreation and Community Services Branch (Sport and Recreation Division, MMARH).

Although there are definitely concerns about the limited resources and capability of the Branch as currently structured, when asked who should be assigned responsibility for ensuring that the key roles (outlined in appendix 3) are addressed effectively - those interviewed and surveyed **recommended the Branch as the 'lead agency'** most often.

Toward a Mature Partnership

However, the recreation community and system is not interested in encouraging a unilateral, 'top down' approach. The key roles should be developed and delivered through mature partnerships with existing agencies and organizations. When stakeholders were asked, through the survey, to review each key role and suggest who should serve as the lead agency and who should be the most important partner - **a partnership between the Branch and BCRPA was imagined in all cases.** The Branch would be lead agency (with BCRPA as the key partner) in all of the key roles except role 5 (advocacy/speaking with a common voice) where it appears that BCRPA should assume the lead agency role.

More specific activities would be pursued in partnership with appropriate provincial agencies. The equity issue, for example, will involve formal organizations such as the BC Sport and Recreation Council for the Disabled and the Native and Aboriginal Sports and Recreation Association. Efforts to increase levels of environmental stewardship within the recreation system would involve BCRPA, the BCRFA and ORC.

The advice and recommendations from the recreation system regarding the role of the Branch can be summarized into a brief description of the business it should be in - a **MISSION STATEMENT.**

2.2 THE BRANCH MISSION STATEMENT

MISSION STATEMENT RECREATION AND COMMUNITY SERVICES BRANCH

'central to BC's enviable quality of life'

MISSION:

To stimulate, support and improve the effectiveness of British Columbia's recreation system - as it nurtures the 'well being' of our people, their communities and their environments.

KEY ROLES:

Through partnerships, the Branch helps to manage the provincial recreation system - striving for excellence in the following areas:

- ♦ keeping the system informed - coordination and dissemination of information essential to sound decision making and foresight
- ♦ coordinating the R&D function of the system - facilitating research, development and innovation to keep the system current and relevant
- ♦ helping to manage the 'big picture' - facilitating a common vision and goals - evaluation, planning and constructive intervention to ensure that the system is effective as it works together towards the vision
- ♦ ensuring accessibility and equity - encouraging initiative to reduce barriers, fill gaps and nurture the weak links in the system
- ♦ working with the recreation community to develop a common voice and enhance our capacity to hear and respect emerging voices - advocacy for recreation and the needs of the recreation system
- ♦ promotion of healthy lifestyles and environmental stewardship - the dual core of the BC lifestyle
- ♦ building strategic alliances - bridges and partnerships with related ministries, federal departments, groups, organizations and fields to fully capitalize on the opportunity afforded by recreation
- ♦ developing and supporting leadership, and
- ♦ sharing financial responsibility - supporting provincial scale

initiatives and providing supplemental resources when it is clear that local government, non-profit and commercial means are insufficient.

OUR STAKEHOLDERS:

Ultimately, the Recreation and Community Services Branch responds to the leisure needs and interests of the people of British Columbia.

The majority of Branch roles and initiatives are undertaken in partnership with key organizations and agencies that share this commitment: the provincial recreation umbrella organizations, other ministries, post-secondary institutions and regional districts.

We are not primarily in the business of providing direct services to the people of British Columbia. Such initiatives are generally pilot or demonstrations projects, conducted in cooperation with a key partner, and developmental in the sense that the program will likely be adopted by the partner if it is successful.

2.3 STRATEGIC INITIATIVES

The challenge facing recreation in British Columbia in the 90's is immense. Clues as to the nature and magnitude of the task at hand can be found in the background or discussion paper 'Responding to the Challenge: Defining a Strategic Leadership Role for the Recreation and Community Services Branch'.

Rather than allowing itself to be overwhelmed, the Branch has determined to carve out key strategic initiatives or first steps. These were identified in full consultation with stakeholders and are identified below as Key Result Areas (KRA).

STRATEGIC INITIATIVES: KEY RESULT AREAS FOR THE BRANCH

- ♦ ensuring EQUITY AND ACCESSIBILITY
 - ♦ addressing SOCIAL AND ENVIRONMENTAL AGENDAS
 - ♦ INFORMING THE SYSTEM - research and information
 - ♦ facilitating LEADERSHIP DEVELOPMENT
 - ♦ building STRATEGIC ALLIANCES
 - ♦ helping to MANAGE THE 'BIG PICTURE'.
-

Each KRA is supported by goal statements and summaries of actual implementation strategies or approaches under consideration at this time. An overview can be found on the following pages.

KRA 1: ENSURING EQUITY AND ACCESSIBILITY

Goal 1.1

To increase access and equity through the identification and removal of barriers to participation in recreation opportunities for disenfranchised groups within British Columbia.

The recreation system is increasingly concerned about the 'service poor'- populations that do not enjoy access to recreation opportunities that other residents and taxpayers take for granted. The Branch is particularly committed to dealing with equity issues relating to the economically disadvantaged, aboriginal peoples, women, people with disabilities, visible minorities and geographically isolated communities.

Branch commitment will be demonstrated by the following initiatives proposed for 1992:

- | | |
|-----------------------|--|
| Initiative 1.1 | Negotiate multi-year program support contracts with the BC Sport and Recreation Council for the Disabled and with the Native and Aboriginal Sport and Recreation Association. |
| Initiative 1.2 | Host consultations with representatives of other target populations to assess their situations and together develop action plans designed to pursue recreation equity. |
| Initiative 1.3 | Advocate for recreation equity for the target populations with other ministries that can assist - with particular emphasis on those ministries who influence supply or opportunity (e.g. parks, tourism). |
| Initiative 1.4 | Explore the feasibility of a province-wide awareness program in partnership with other concerned ministries and provincial organizations. |
| Initiative 1.5 | Develop a plan to increase access to recreation opportunities for residents of remote communities - this plan to include review of options available to providing facilitation and consultative support to these communities. |

KRA 2: ADDRESSING THE SOCIAL AND ENVIRONMENTAL AGENDA

- Goal 2.1 To profile recreation on the provincial social and environmental agendas.
- Goal 2.2 Through partnerships with allied fields, to demonstrate the effectiveness of recreation in ensuring physical, mental and spiritual health for BC residents.
- Goal 2.3 To establish a recognized role for the recreation system as a preventive vehicle in addressing social problems and in the development of healthy communities.
- Goal 2.4 To establish recreation as a key 'steward of the environment' - ensuring and encouraging the long term preservation of areas having environmental and outdoor recreation significance and developing strategies to ensure long term, sustainable and sensible use of these resources.

The recreation and parks movement in British Columbia is ideally positioned to respond to the key social and environmental issues of the decade. Precedents are in place - the Branch can provide a catalyst role in helping the recreation system do even more.

The following strategic initiatives are planned for 1992/93:

- Initiative 2.1 Development and initial implementation of a social marketing program to remind BC residents and community leaders of the key role that the recreation system plays in relation to the social and environmental issues of the 90's - championing with partners such as BCRPA the 'Benefits of Recreation' message that is being developed nationally through the ISRC/CPRA/PRFO partnership.

Initiative 2.2

Host Three Conferences or 'Think Tanks' to involve allied fields in an in-depth review of the potential of recreation in wellness or health promotion, in preventive social services (early intervention) and in the environmental movement:

- employing the 'Active Living' program as an entry point to the health/wellness issue - full involvement of the Healthy City movement
- linking with Fitness Canada's new initiatives related to Canada's Green Plan to kick off the environmental discussion, and
- collaborating with organizations such as the Boys and Girls Clubs and the Y's who already straddle the recreation/social service fence to host the debate on our potential as a primary preventive social service.

Initiative 2.3

Demonstrate the recreation system's potential through pilot or demonstration programs - e.g. showing how recreation centres can evolve into true community wellness centres.

Initiative 2.4

Work with BCRPA to explore the emerging environmental role for municipal parks departments - in conjunction with other divisions within the Ministry of Municipal Affairs, Recreation and Housing.

Initiative 2.5

Support the Outdoor Recreation Council of BC in its efforts to encourage more cooperation between the provincial agencies and ministries that affect outdoor recreation.

KRA 3: **INFORMING THE SYSTEM - RESEARCH AND INFORMATION**

Goal 3.1

To establish a system to develop, collect and disseminate research and information essential to effective decision-making by the recreation community.

There seems to be little time to keep up with the information explosion, follow what related organization's are doing, monitor academic output, build data bases, etc. Yet, the recreation community acknowledges that 'keeping up' is particularly important in a period of relatively rapid change.

The Branch is prepared to coordinate the efforts involved to ensure that we are monitoring, listening to and learning from one another. Specific initiatives proposed for 1992/93 include:

- | | |
|-----------------------|---|
| Initiative 3.1 | Building communication networks - linking individuals and groups systematically to share information, experience and insight. |
| Initiative 3.2 | Collaborating with the ISRC/Fitness Canada initiative to create a National Recreation Data Bank - ensuring that it is designed to meet BC's needs and fully accessible to the BC recreation system. |
| Initiative 3.3 | Study the feasibility of creating a computer-based 'host data bank' for BC's recreation community - an electronic bulletin board and forum for networking, finding resources, exchanging insight and accessing basic data. |
| Initiative 3.4 | With key partners, develop a regular information newsletter that will keep the recreation community informed of the 'big picture'. |
| Initiative 3.5 | Develop a research plan that identifies key information requirements and recommends how best to encourage appropriate institutions to conduct required and priority research. |

KRA 4: FACILITATING LEADERSHIP DEVELOPMENT

Goal 4.1

To facilitate and support leadership development opportunities in order to create a strong, dynamic recreation system in BC.

Effective leadership is an essential foundation to success. Both volunteers and paid staff working at operational, management and policy levels need access to quality leadership training opportunities if they are to respond to the challenges of the 90's.

The Branch and its various partners are fully involved in related training, but the time has come to review the suitability of both programs and approaches. In 1992/93, the Branch will facilitate the following strategic initiatives:

- | | |
|-----------------------|---|
| Initiative 4.1 | Conduct a Stakeholder Audit of existing leadership development opportunities - involve both learners and trainers to determine gaps, identify barriers and suggest enhancements. |
| Initiative 4.2 | Refresh and Reorient Current Programs as required or recommended by the audit process. |
| Initiative 4.3 | Establish appropriate teams to create and develop programs to fill gaps identified by the audit process. |
| Initiative 4.4 | Monitor the BCRPA Study of Post-Secondary Education for the recreation system and respond to the issues and challenges identified. |
| Initiative 4.5 | Promote and Market leadership development programs to ensure awareness and to encourage constant upgrading and improvement throughout the recreation system. |

KRA 5: BUILDING STRATEGIC ALLIANCES

Goal 5.1

To increase the recreation system's effectiveness and efficiency through initiation and support of partnerships and alliances within the recreation system, with parks and environmental agencies, health, social services, education, and business/industry.

Increasingly the recreation system is aware that elements of its mission are shared by allied fields, services and organizations. It is also apparent that virtually all agencies in these fields are striving to cope with increasing demand in a continuing period of restraint. Strategic alliances that share resources, broaden market influence and diversify our product bases simply make sense. - within communities, among provincial organizations, between Ministries, etc.

The Branch commits to encouraging such partnerships by undertaking the following in 1992:

- | | |
|-----------------------|---|
| Initiative 5.1 | Production of a Directory listing all provincial-scale agencies and organizations within and directly related to the recreation system - providing information on goals, principal activities and current alliances of each. |
| Initiative 5.2 | Customize Investment Canada's workshops on strategic alliances and host a series of sessions with 'likely associates' to present the concept, share concerns and explore potential relationships. |
| Initiative 5.3 | Demonstrate the Potential - the Branch to develop pilot or example alliances itself (with other Divisions, Ministries, Provinces, and Key Stakeholder groups) to pursue the priorities outlined in this strategic plan. |
| Initiative 5.4 | Foster Partnerships Between Recreation and Education - host 'think tanks' involving the two Ministries and their clients to establish collaborate models, modify policy to encourage increased cooperation, and design demonstration projects. |

Initiative 5.5 As in 5.4, cultivate alliances with business and industry related to recreation delivery and health programs at the workplace.

Initiative 5.6 Work closely with related Ministries to establish policies that encourage partnerships - e.g. only fund collaborative initiatives, encourage funded organizations to 'open their doors', require cooperative planning with related organizations prior to grant approval.

KRA 6: HELPING TO MANAGE THE 'BIG PICTURE'

Goal 6.1

To provide services critical to the effective operation of British Columbia's recreation system:

- o defining the system
- o facilitating development of a common vision
- o planning toward realization of the vision
- o information sharing and networking
- o recognizing, supporting and rewarding the key actors who are making our collective vision live
- o monitoring, evaluating and reorienting when appropriate
- o reallocating resources and support, and
- o providing key services that cannot be supplied without direct government involvement.

'Managing the Big Picture' describes the key role and ultimate justification for a provincial government presence in the recreation system. There are many organizations who are highly effective at managing their portion of the puzzle or picture. What is lacking in British Columbia at this time is an accepted mechanism for ensuring the that pieces of the puzzle add up to a complete picture. The Branch has been challenged to provide the 'high level', objective leadership necessary.

Initiative 6.1

The Branch will do its utmost to build the critical mass and quality of staff required to take on this key leadership role in the province. Effective response to KRA's 1-5 will also be difficult given the current lean resources of the Branch. A repositioning plan and 'turnaround strategy' will be prepared by senior administration and reviewed with key stakeholders prior to the end of 1992.

Initiative 6.2

The Branch intends to Host a Recreation Summit in April of 1993 (the first anniversary of its strategic plan) to involve its key stakeholders and partners in a more thorough definition of its role in helping to 'manage the big picture'.

2.4 THE CHALLENGE REVISITED

This is the second major policy exercise related to provincial roles in recreation in less than a half-decade. The 'Action Challenge' involved many of the same committed practitioners and volunteers that participated again - fully and willingly - in this 'search for a strategic leadership role' for the Provincial Government in recreation.

While there are many valid reasons for the perceived failure of 'the Action Challenge', the perception in the recreation community is that this current project is a second and last chance to get it right. It is unlikely that there would be much patience or support for a third effort.

British Columbia's recreation community and system has once again declared its strong interest in having the Provincial Government assume a major role. While there are obvious concerns about the level of Provincial commitment, there is hope that the recently elected government will be both sympathetic to and enthusiastic about the content of the proposed mission for the recreation system (section 1.2) - and want to participate. The field believes in the significance and importance of its work - and clearly would welcome a stronger Provincial presence.

The first policy round called for 'Action'. The apparent result (as perceived by the system) was a combination of talk, avoidance of the issues raised, and a relatively minor organizational restructuring. This second round must lead to action - regardless of the strategic leadership role selected - if the credibility of the Branch is to be salvaged.

Appendix 1: OUTLINE OF THE PROCESS

The 'strategic plan' for the Branch is being developed using a six step process. This questionnaire is step 4.

Step 1: Internal Review

An internal facilitator was employed in 1991 to help Branch staff clarify their own thinking about mission/mandate, core values/philosophy and strategic issues. The output from this work is currently guiding Branch activity - the ideas and concepts serve as simply one input to the larger process being undertaken at this time.

Step 2: Literature/Policy Analysis

The process builds on the extensive and excellent reviews, analyses and discussions already complete. The intent is not to reinvent - rather we need to revisit and rethink as together we attempt to identify key roles and initiatives for the Branch. All relevant reports from BC and other provinces have been studied in search of optimal roles and strategies for the Branch.

Step 3: Interviews With A Cross-Section of BC Leaders

Approximately 70 leaders in the province's recreation community were interviewed. Questions probed for issues, the rationale for provincial government involvement, operating philosophy, priority clients, key activity areas.

Step 4: Questionnaire

A summary of the key concepts that emerged from steps 1-3 is contained in this questionnaire. A cross section of 200 significant stakeholders are being asked to respond - both by indicating the relative weight that should be assigned to each major idea that has emerged to date AND to provide additional comments or advice.

Step 5: Preparation of a Discussion Paper

The findings of steps 1-4, along with the advice of the consultants (the RETHINK GROUP), will be summarized in a discussion paper that directly addresses appropriate mission, values, vision and key result areas for the Branch.

Step 6: Planning Workshop/Retreat

The Branch will invite approximately 15 selected individuals, representing the field, to a three day workshop towards the end of March. The task will be to work with all of the information and insight generated to date and provide the Branch with recommendations.

Appendix 2: DEFINITIONS

The following definition is based on a resolution of the Ministers of Sport and Recreation from across Canada (provincial, territorial and federal) in 1974 - since ratified and recommended by the same group (1987), by many provinces for their own use, AND by the 'Action Challenge' in British Columbia in 1989:

Recreation is all those things that a person or group engages in to make life physically, creatively, culturally, socially, spiritually or intellectually satisfying. It is a foundation of personal and community health and well-being.

THE RECREATION COMMUNITY

The recreation community encompasses all public and private groups, organizations and individuals that are involved in some aspect of recreation in British Columbia.

THE RECREATION SYSTEM

The recreation system encompasses all members of the recreation community; their collective organizations; the processes, functions and services they perform; the facilities, open spaces and programs they manage; and the support services supplied to keep the community and its organizations operating.

PHYSICAL RECREATION

Physical recreation is a component of recreation and is physical activity in which an individual or group is engaged for purposes of fitness and enjoyment and may involve competition.

CULTURAL RECREATION

Cultural recreation is a component of recreation and pertains to activities involving the visual, performing and literary arts, heritage conservation, knowledge services, natural history, multi-culturalism and may involve competition and/or physical activity.

SPORT

Sport includes non-competitive physical recreation and competitive sport involving physical activity using large muscle groups. Competitive sport also requires mental preparation and strategic methods, and has an outcome determined by skill, not chance. Competitive sport occurs in an organized, structured and competitive environment in which a winner is declared.

OUTDOOR RECREATION

Outdoor recreation is physical activity that takes place in a natural setting. These activities include horse riding, snowmobiling, hiking, canoeing and many others.

Appendix 3: ROLES AND ACTIVITIES THAT ARE MOST APPROPRIATELY TACKLED AT A PROVINCIAL SCALE

While much of the work related to the mission, vision and goals of the recreation community and system will be undertaken at the local, community or regional level; there are some initiatives and activities that are best positioned at a provincial scale. These roles need not necessarily be undertaken by the provincial government - there are many partners willing to share the responsibility and burden.

Criteria for identification of roles and activities that are most appropriately undertaken at a provincial scale could include:

- ♦ the notion of '**economies of scale**' - responsibilities that can be conducted most effectively and efficiently if many elements of the system work together, relying on a large critical mass of shared resources to get the job done
- ♦ the desire to avoid '**reinventing the wheel**' - where many elements of the system are interested in the same research, experiment, pilot project or program, it can be argued that the initial activity should only be done once, evaluated fully and then shared widely to reduce the need for duplicate activities and multiple expense
- ♦ the '**desire for quality products**' when many partners share a common need - a first class package or approach developed together holds the potential for an enhanced product that all can use (customized if necessary for the local situation)
- ♦ situations where a '**strong, common voice**' is necessary to get a point across or a position adopted - working together increases clout
- ♦ situations where the service is really only '**necessary at the provincial scale**' - in sports, the Provincial Games or an elite, specialized training facility provide examples; another would be the desirability of ONE outstanding university program to serve the needs of the field
- ♦ the need for '**objective oversight**' - a broad evaluative and planning perspective that ensures that the mission, vision and goals are really being achieved, that components of the recreation system are working well together toward pre-determined priorities
- ♦ the occasional need for '**regulation and control**' to ensure that public and environmental safety, health and rights are not endangered.

The literature reviews, interviews and survey responses suggested that eight related, collaborative and provincial-scale roles were critical to the collective success of British Columbia's recreation system in the 90's:

**ROLES AND ACTIVITIES THAT THE RECREATION SYSTEM
COULD TACKLE TOGETHER AT A PROVINCIAL SCALE**

1. **KEEPING THE SYSTEM INFORMED**
2. **ACTING AS OUR 'RESEARCH AND DEVELOPMENT' ARM**
3. **MANAGING THE 'BIG PICTURE'**
4. **FILLING THE GAPS -
DEVELOPING/NURTURING THE 'WEAK LINKS'**
5. **SPEAKING WITH A COMMON VOICE - FOR LEISURE
AND THE RECREATION SYSTEM**
6. **BUILDING STRATEGIC ALLIANCES WITH RELATED
FIELDS**
7. **DEVELOPING AND SUPPORTING LEADERSHIP**
8. **SHARING FINANCIAL RESPONSIBILITY.**

The pages that follow further explain and elaborate on each role/activity.

Again, it is important NOT TO ASSUME THAT THE PROVINCIAL GOVERNMENT WILL BE THE 'LEAD AGENCY' - the next section of this discussion paper addresses the issue of what type of agency is best positioned to provide the needed 'Big Picture' support.

ROLE 1: KEEPING THE SYSTEM INFORMED

Feedback during the entire process suggested that virtually every agency and organization in British Columbia's recreation community is 'stretched'. There appears to be little time to keep up with the information explosion, follow what related organizations are doing, monitor academic output, build data bases, etc. Yet, the recreation community acknowledges that 'keeping up' is particularly important in a period of relatively rapid change.

A key role for a 'lead agency' or partnership operating at the provincial level in the province therefore becomes a combination of monitoring/listening/learning and sharing/alerting/informing the field. Done centrally to avoid duplication and information gaps. The survey indicated that this role was perhaps the most important.

KEEPING THE SYSTEM INFORMED

Building communication networks so that those active in the field can share information and insight - learning from each other.

Developing and maintaining an inventory or directory of recent studies, research and reports done in the province so that we avoid 'reinventing the wheel'.

Importing and making available external information and insight - experience from other provinces, other countries and other fields that can help BC's recreation community enhance performance.

Analyzing available data and information and preparing summaries that make findings and insights easy to access and understand (in the field).

Creating a computer-based 'host data bank' for BC's recreation community; an electronic bulletin-board and forum for networking, finding resources, exchanging insight and accessing basic data.

ROLE 2: ACTING AS OUR 'RESEARCH AND DEVELOPMENT ARM'

Any effective corporation, especially those involved in several different enterprises, invests in 'R&D' to guarantee relevance in a changing marketplace, remain competitive and constantly balance 'mature' products with new lines. Those that don't, follow the normal business cycle - moving from sunrise, through mature to sunset or decline - and finally to failure.

Such activity (market assessment, basic research/analysis, product development, pilot projects) is expensive and rarely carried out in the public and non-profit sectors. In a complex 'industry' such as BC's recreation community, where is our 'R&D' arm? Are we doing enough on our own or is this a key role for a 'lead agency' or partnership operating at the provincial scale?

The survey indicated that this was also one of the most important provincial-scale roles to be developed in British Columbia.

A 'RESEARCH AND DEVELOPMENT' ARM

Objective reviews of citizen needs, interests and priorities.

Broad analyses of the extent to which needs are being met in the province (e.g. demand/supply).

Ongoing market assessments of the extent to which current products and services are used and/or appreciated (both by user and the taxpayer).

Monitor trends and ensure that the recreation community employs foresight in its planning and management - encouraging discussion of options and alternative.

Encourage innovation through support (and evaluation) of pilot or demonstration projects - reducing the need for several agencies to self-finance the initial risk associated with an unproven product.

ROLE 3: MANAGING THE 'BIG PICTURE'

Each agency or organization manages it's 'piece of the pie' and has little time or energy left to wonder if all the pieces are adding up to a complete 'pie' or effective, comprehensive system. Municipal government is often capable of playing this key coordination and management role within their boundaries - who is doing it at the provincial scale?

Those interviewed suggested the need for an objective agency, operating at the provincial level (not necessarily the Branch) to assume responsibility for a number of related roles or activities. They are listed below.

MANAGING THE 'BIG PICTURE'

Facilitating development of a common vision and goals for the system in British Columbia.

Planning to ensure effective resource allocation - particularly of public funds such as lottery and provincial budgets.

Evaluating the degree to which the vision and goals are being achieved and taking cooperative initiatives to focus on priority areas.

Facilitating coordination and collaboration between elements of the recreation community to ensure effectiveness, reduce undesirable overlap and avoid the misuse of scarce resources.

Building regional networks or support systems to help the smaller municipalities achieve more together and the larger municipalities to build complementary and comprehensive systems.

Spotting opportunities for the recreation community to achieve its full potential in a changing society - supporting related initiatives.

Making recommendations to senior governments regarding funding priorities/requirements of the system.

ROLE 4: FILLING THE GAPS - NURTURING THE WEAK LINKS

Despite the maturity and sophistication of British Columbia's leisure service system, activities associated with the three roles described above (information, R&D, managing the 'Big Picture') will reveal problems.

We are increasingly aware of the 'service poor' - populations that do not enjoy access to the opportunity of leisure because of location, income levels, age, race, gender or cultural background. Individual communities, regions and provincial organizations will often go through difficult periods and need objective assistance - organizational development and community development. Bridges will have to be built between organizations and agencies that ideally should be doing more together.

From time to time, gaps will have to be filled; weak links will have to be developed and nurtured; if the system is to operate effectively and comprehensively.

FILLING THE GAPS - NURTURING WEAK LINKS

Develop 'listening mechanisms' to help the system tune in to disenfranchised or underserved groups.

Advising appropriate agencies when service gaps or system inefficiencies are discovered - encouraging responses.

Taking initiatives to ensure that barriers to participation are removed for under-served or disenfranchised citizens.

Helping smaller communities to develop their capability to provide basic recreation services to their residents.

Coaching and providing special support to relatively new organizations representing emerging recreation interests at the provincial level.

Assisting existing provincial organizations when they run into problems that require objective analysis and/or external intervention.

ROLE 5: SPEAKING WITH A COMMON VOICE - FOR LEISURE AND FOR THE RECREATION SYSTEM

Individual agencies and organizations will always advocate for the interests of their members, their clients and even their own survival needs. However, there are many times when a common voice, or the economies of scale that come with cooperative efforts, will be necessary to get the message across.

Opportunities for cooperative efforts at a provincial scale could be directed at the general public, the recreation community, the provincial government, the federal government or the national recreation forum.

SPEAKING WITH A COMMON VOICE

Social marketing or broad-scale leisure education programs (like ParticipACTION or Active Living) to help citizens fully appreciate the potential of leisure in their lives and in the BC lifestyle.

Specific promotions to achieve the full benefit of preventive health, preventive social services, lifelong learning, etc. through the opportunity of leisure.

A strong and common voice to speak for recreation within the Provincial Government - helping the many Ministries involved achieve their full recreation potential and understand that recreation is a resource critical to BC's lifestyle and economy.

A common voice for the field when links with related provincial-scale organizations require explanation and development (e.g. arts, sports, parks, tourism, municipalities).

Speaking for the leisure rights of BC citizens and the needs of the recreation community in negotiation with other provincial governments and the federal government.

ROLE 6: BUILDING STRATEGIC ALLIANCES

There is increasing awareness of the need to reposition leisure services on the social, economic and environmental agendas of the 90's. On the one hand, we can support priority initiatives related to preventive health and social services; special initiatives for children, youth and the family; lifelong, discretionary learning/education in an age of structural economic change; environmental education and preservation; and economic renewal. On the other hand, the recreation community wants to be as relevant as possible to the changing needs and priorities of BC residents - we need to be involved to ensure the relevance of our services in the 90's.

BUILDING STRATEGIC ALLIANCES

Helping the field understand its potential to contribute to significant issues of the 90's (e.g. latch key children, cross culturalism, the 'greening of our communities', economic renewal).

Building strategic alliances between recreation and other Ministries responsible for parks, tourism, health, culture, education, environment, social services) to develop and demonstrate collaborative initiatives - 'win/win'.

Encouraging inter-disciplinary and inter-service initiatives at the community level to show the potential (e.g. Healthy Community, Active Living partnerships, cooperate with police to help high-risk youth).

Encouraging multi-agency use and effective design of all community facilities to maximize the taxpayer's investment (schools, recreation facilities, libraries).

The activity most strongly endorsed by the survey related to encouraging multi-agency use of all community facilities.

ROLE 7: DEVELOPING AND SUPPORTING LEADERSHIP

Many of the above mentioned roles are simply a description of leadership for the recreation system - leadership that is lacking at the provincial scale at present.

However, leadership training, development and support is also required closer to the front-line. Volunteers and staff working at operational, management and policy levels need access to quality leadership training opportunities if they are to effectively lead the recreation community and system.

DEVELOPING AND SUPPORTING LEADERSHIP

Creating partnerships at a provincial scale to get on with the tasks described in roles 1-6.

Encouraging all sectors of the BC community to become involved in community leadership roles, through the opportunities afforded by recreation.

Support for leadership training - primarily for volunteers.

Support for professional development opportunities for staff - preparing for a career or already employed in the recreation community.

Cooperative efforts to retain and enhance a range of first class, post-secondary programs for the preparation and ongoing training of recreation professionals in British Columbia.

Provision of a field 'network' - accessible and decentralized 'front line' leaders to provide advisory and developmental services for communities seeking to expand their commitment to recreation and parks services.

ROLE 8: SHARING FINANCIAL RESPONSIBILITY

Provincial governments across Canada have traditionally found that selected financial assistance programs are required if the goals of the provincial recreation system are to be met.

Examples include financial support of leadership training/development programs; provision of operational grants to small communities and provincial organizations; and provision of capital grants for facility/park development, upgrading and capital replacement.

The support is generally directly related to the seven provincial-scale roles that are discussed above. Local governments, the private sector and non-profit associations generally lack the capability of responding to such responsibilities without supplementary financial assistance.

SHARING THE FINANCIAL BURDEN

Negotiating financial partnerships to address roles most appropriately developed and delivered at the provincial scale (see previous eight sections of this appendix).

Assistance to small communities that are unable to fund their own basic programs and services.

Provision of operational grants to provincial recreation organizations where membership contributions and/or service revenues are insufficient to meet necessary overheads.

Facility development grants to help municipalities respond to specialized needs that have traditionally been met by senior levels of government (e.g. elite sport and arts requirements).



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MEETING OF THE INTERPROVINCIAL SPORT AND RECREATION COUNCIL

Sport and Recreation Grants for Fiscal Year: 1990/91

British Columbia

TORONTO, Ontario
June 2 and 4, 1992

SPORT and RECREATION GRANTS for FISCAL YEAR: 1990/91

SPORT and RECREATION DIVISION



Province of British Columbia
Ministry of Municipal Affairs, Recreation and Housing
Hon. Robin Blencoe
Minister

SPORT and RECREATION GRANTS for FISCAL YEAR: 1990/91

SPORT and RECREATION DIVISION



Province of British Columbia
Ministry of Municipal Affairs, Recreation and Housing
Hon. Robin Blencoe
Minister

A MESSAGE FROM THE MINISTER



As Minister responsible for British Columbia's recreation and amateur sport system, I am pleased to present this report on grant disbursement in the fiscal year 1990/91.

I am confident that this report will help to clarify the role of the Provincial Government in ensuring access for all British Columbians to sport and recreation opportunities throughout the province.

I look forward to continued cooperation with the provincial sport and recreation organizations as we work together to enhance the quality of life in British Columbia.

Sincerely,

A handwritten signature in dark ink, appearing to read "Robin Blencoe". The signature is fluid and cursive, with the first name "Robin" and last name "Blencoe" clearly distinguishable.

Robin Blencoe
Minister
Municipal Affairs, Recreation -
and Housing

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SPORT AND RECREATION DIVISION OF THE MINISTRY OF MUNICIPAL AFFAIRS, RECREATION AND HOUSING

This report is a statement of awards and contribution expenditures, by program area, made by the Sport and Recreation Division during the fiscal year, 1990/91.

MISSION

To enhance the standard of living and enrich the quality of life of the people of British Columbia by providing leadership, training, financial and other assistance to communities and provincial sport and recreation organizations to enable them to promote healthy lifestyles for all British Columbians through their participation in recreation and sport activities.

GOALS

- To promote athletic competition, public participation and improved personal fitness through recreation and sport; and,
- To support the contributions made by volunteers in sport and recreation activities in all communities throughout British Columbia.

OBJECTIVES

Organizational Development To assist effective, efficient and accountable client organizations to offer better quality services to their membership.

Coaching Development To assist Provincial Sport Organizations to upgrade both the number and quality of coaches within their sport.

Athlete Development To ensure that all decisions be made with the interest of the athlete as the principal consideration, from house league play to the Olympic podium.

Recreation and Community Development To enable British Columbians to maximize their leisure pursuits through recreational activities;
To facilitate the development of recreation at the individual and community level; and,
To enhance the quality of life for British Columbians through recreation leadership development.

STRUCTURE

To accomplish these ends the Division is organized into three Branches: Finance and Administration, Sport Services, and Recreation and Community Services.

The Division provides contributions to provincial organizations to support sport and recreation systems in British Columbia. These funds are offered within defined program areas, each designed for a specific purpose and need:

A. *Block Contributions to Provincial Sport and Recreation Organizations (PSRO's)*

This funding assists organizations to offer opportunities for sport and recreation participation at the community level, and enables athletes to move up to national and international levels of competition. Eligible organizations are adjudicated once a year on the basis of an application submitted. Support is available for Organization Development for Provincial Sport and Recreation Organizations, Coaching Development and Athlete Development funding is available to Provincial Sport Organizations.

The organizations eligible for this funding must be provincial in scale and either primarily concerned with sport or recreation, or an organization which provides support to such organizations.

B. *Domestic Championship Hosting*

Hosting applications from Provincial Sport Organizations are considered for Western Canadian (minimum 4 provinces) and National Championships where the athletes or teams have qualified competitively to represent British Columbia. National events must be sanctioned by a National Sport Organization (NSO).

C. *Project*

Provincial Sport and Recreation Organizations may apply for funding for worthwhile projects which may unexpectedly arise during the year, after submission of the annual application.

D. *Disabled Excellence*

This program is designed to assist disabled athletes who aspire to Olympic-level competition in sport for the disabled.

E. *Canada and Western Canada Games Team Development*

The Provincial government is responsible for developing the British Columbia teams which compete at the Canada Games and the Western Canada Summer Games. The Canada Games (Winter) were held in Prince Edward Island in February 1991. The Canada Games (Summer) will be held at Kamloops in 1993. Funding is provided to sports competing in each of these Games, based on a three year development plan submitted to the Division.

F. *Coaching*

The training of coaches in Canada is organized through a joint Federal-Provincial program called the National Coaching Certification Program (N.C.C.P.). It consists of five levels of certification from Level I for community coaches, to Level IV and Level V for national and international coaches. Each level has three elements - theory, technical and practical. The theory programs at Levels I, II and III are co-ordinated by the Division. Contributions are made to the community organizations which conduct Level I and II courses.

NOTE: Levels I, II and III technical programs are organized by Provincial Sport Organizations and a portion of each Provincial Sport Organizations's Block Contribution is to cover these expenditures.

Funding is also provided to community organizations which hold community or regional coaching conferences.

G. *Recreation Administration Grants*

Basic administration grants are made to recreation commissions which do not employ full-time staff.

F. Community Leadership Grants

Trained leaders are essential for successful community recreation programs. Grants are made to municipal and other agencies to train leaders and upgrade the skills of recreation volunteers and professionals. In addition, funding assists with the development of a Federal-Provincial Skills Program for Management Volunteers.

G. Athlete Assistance Grants

In order to assist athletes in their training and competition, the Division funds four provincial athlete award programs:

- a. The *British Columbia Athletic Award* assists provincial elite athletes to reach federal carding status.
- b. The *Premier's Athletic Award - World Class* recognizes the achievements of athletes who have reached the highest level of federal carding, designating those who are ranked in the world Top 8 for individuals, or Top 4 for team sports.
- c. The *Nancy Greene Scholarship* recognizes the contribution and dedication of British Columbia athletes graduating from high school who best blend academic and community activities with athletic excellence. The scholarship assists them to attend British Columbia universities. The five top Nancy Greene winners receive the more prestigious *Premier's Athletic Award - Secondary School*.
- d. Finally, there is a special series of awards for the Province's top figure skaters, the *Karen Magnussen Awards*.

The Athlete Assistance Program is currently under review. It is expected that a revised and expanded program will be in place for 1992/93.

FUNDING PROCESSES IN SPORT AND RECREATION

In 1969, the Government of British Columbia established a perpetual fund, the Physical Fitness and Amateur Sport Fund, the interest from which would be used to promote and encourage the physical fitness of the residents of the Province and their participation in amateur sports. The initial endowment of \$10 million in 1969 was supplemented by subsequent endowments of \$5 million in 1973 and 1974 for a total endowment of \$20 million. The interest on this endowment amounts to \$1.5 million annually. Since 1975, this interest has been annually supplemented by funds earned from the sale of lottery tickets in the Province.

ADJUDICATION PROCESS

Applications for the Organization Block Contribution program are made once a year directly to the Sport and Recreation Division. They are reviewed by the Division staff which recommends funding levels to the Minister. Applicants are notified of the funding decision by the Minister.

Budgets for other programs (Coaching, Recreation Administration and Athlete Assistance) are approved by the Minister at the beginning of each year. Applications are made directly to the Division and approved by the Division Executive Director.

REVISIONS TO THE FUNDING REPORT: 89/90 to 90/91

This year's funding report contains several heading changes. The report now combines the former Olympic Sports and Other Sports under the title Provincial Sport Organizations; and the 89/90 Coaching Theory Grants have become Coaching Grants. All other major funding categories remain the same.

Initiation of funds within these major headings are also revised. Core Grants are now Block Contributions, Ad Hoc Grants are Project Contributions, the Best Ever Program is no longer funded, and the Canada Games Grants have been included with the Project Grants for that year. Hosting, now a focus for the Division, is included as a separate funding allocation.

FUNDING TO SPORT AND RECREATION ORGANIZATIONS

Provincial Sport Organizations

The Division recognizes 72 Provincial Sport Organizations which are active in British Columbia. These organizations are eligible for Block funding for Athlete Development, Coaching Development, and Organizational Development. Project assistance is also available, and Domestic Championship Hosting Program funds are accessible to those sports hosting in National and Western Canada championships. In addition, many are Canada Games or Western Canada Games sports, and as such they qualify for additional funding for Team BC Development.

Provincial Sport Organizations are listed according to their sport, capitalized within their legal name.

B.C. ARCHERY Association
B.C. Amateur ATHLETICS Association
B.M.X. Racing Association of B.C.
B.C. BADMINTON Association
B.C. BALL HOCKEY Association
B.C. Amateur BASEBALL Association
BASKETBALL B.C.
BIATHLON B.C.
BICYCLING Association of B.C.
B.C. BLACK POWDER Association
B.C. Amateur BOBSLEIGH AND LUGE Association
BOWLING Federation of B.C.
B.C. Amateur BOXING Association
B.C. BROOMBALL Society
B.C. CRICKET Association
CROSS COUNTRY B.C.
CURLING Council of B.C.
Canadian Amateur DIVING Association Inc. - B.C.
B.C. FENCING Association
B.C. FIELD HOCKEY Association
Canadian FIGURE SKATING Association - B.C.
B.C. FLATWATER CANOEING Association
B.C. Amateur FOOTBALL Association
B.C. GOLF Association
B.C. GYMNASTICS Association
B.C. HANDBALL Association
B.C. HANDGUN Association
HANG GLIDING Association of B.C.
B.C. Amateur HOCKEY Association
HORSE COUNCIL of B.C.
B.C. JUDO Association
KARATE B.C.
B.C. LACROSSE Association
Canadian LADIES' GOLF Association - B.C.
B.C. LAWN BOWLING Association
Canadian MODERN PENTATHLON Association - B.C.
CUMULATIVE TOTAL

Block	Hosting	WCG '90	Project	TOTAL
\$ 41,000	\$ 0	\$ 500	\$ 0	\$ 41,500
349,000	3,700	3,510	0	356,210
8,000	0	0	0	8,000
100,000	700	0	0	100,700
3,000	0	0	0	3,000
194,000	0	0	0	194,000
183,000	17,500	460	2,400	203,360
17,000	0	0	1,000	18,000
100,000	0	735	2,400	103,135
2,500	0	0	0	2,500
5,500	0	0	0	5,500
31,500	8,225	0	0	37,725
48,000	0	2,070	0	48,070
8,500	0	0	0	8,500
13,500	0	0	0	13,500
190,000	15,000	0	0	205,000
77,000	7,500	0	0	84,500
60,500	0	0	0	60,500
56,500	0	0	0	56,500
78,500	7,200	0	2,400	88,100
151,500	0	0	0	151,500
48,000	0	180	0	48,180
34,500	0	0	\$ 0	34,500
34,000	0	0	0	34,000
97,500	5,000	0	0	102,500
8,500	1,875	0	0	8,375
10,500	0	320	0	10,820
8,500	0	0	0	8,500
276,000	9,200	0	0	285,200
132,500	0	2,460	0	134,960
84,000	5,000	730	0	89,730
46,000	3,750	0	2,400	52,150
71,000	0	0	0	71,000
28,500	0	0	0	28,500
7,500	2,000	0	0	9,500
28,000	0	0	0	28,000
\$ 2,829,500	\$ 84,650	\$ 10,965	\$ 10,600	\$ 2,735,715

* Western Canada Games 1990

FUNDING TO SPORT AND RECREATION ORGANIZATIONS

Provincial Sport Organizations

	Block	Hosting	WCG '90	Project	TOTAL
B.C. NETBALL Association	\$ 27,500	\$ 0	\$ 0	\$ 0	\$ 27,500
ORIENTEERING Association of B.C.	14,000	0	0	0	14,000
B.C. POWERLIFTING Association	7,500	600	0	0	8,100
B.C. PRACTICAL SHOOTING Association	4,500	0	0	0	4,500
B.C. RACQUETBALL Association	16,000	7,500	0	0	23,500
B.C. RHYTHMIC SPORTIVE GYMNASTIC Federation	35,500	6,750	0	0	42,250
B.C. RINGETTE Association	43,500	0	0	0	43,500
ROWING British Columbia	119,000	0	2,650	10,000	131,650
B.C. RUGBY Union	87,500	0	0	0	87,500
B.C. SAILING Association	132,000	5,500	400	0	137,900
Canadian SKI Association - B.C. Div. - ALPINE	303,000	10,000	0	0	313,000
Canadian SKI Association - B.C. Div. - FREESTYLE	11,000	7,500	0	0	18,500
B.C. SMALLBORE RIFLE Association	9,500	0	400	0	9,900
B.C. SOARING Society	3,000	0	0	0	3,000
B.C. SOCCER Association	155,000	0	250	1,000	156,250
B.C. Amateur SOFTBALL Association	125,000	12,000	0	1,500	138,500
B.C. SPEED SKATING Association	76,500	0	0	0	76,500
B.C. SPORT PARACHUTE Council	15,500	0	0	0	15,500
B.C. SQUASH RACQUETS Association	54,000	5,000	0	0	59,000
B.C. SUMMER SWIMMING Association	32,500	0	0	0	32,500
Canadian Amateur SWIMMING Association - B.C.	317,000	7,400	1,115	4,900	330,415
B.C. Amateur SYNCHRONIZED SWIMMING	87,000	8,600	0	0	95,600
B.C. TABLE TENNIS Association	45,500	0	200	2,400	48,100
W.T.F. - TAE KWON DO Federation of B.C.	15,000	7,500	0	0	22,500
TENNIS B.C.	105,000	3,600	0	0	108,600
B.C. TENPIN Federation	22,500	1,950	0	0	24,450
B.C. TRAMPOLINE AND ACROSPORT Federation	25,500	0	0	0	25,500
B.C. TRAPSHOOTING Association	5,500	0	255	0	5,755
B.C. TRIATHLON Association	17,000	10,000	0	0	27,000
B.C. VOLLEYBALL Association	170,000	5,000	680	2,400	178,080
B.C. WATER POLO Association	86,000	0	0	0	86,000
B.C. WATER SKI Association	10,000	0	0	0	10,000
B.C. WEIGHTLIFTING Association	41,000	0	10,980	7,000	58,980
B.C. WHITEWATER CANOEING Association	9,500	1,800	0	0	11,300
B.C. WOMEN'S FIELD HOCKEY Federation	129,500	5,300	420	2,400	137,620
B.C. WRESTLING Association	122,000	700	385	0	123,085
CUMULATIVE TOTAL	\$ 5,109,500	\$ 191,350	\$ 28,691	\$ 42,200	\$ 5,371,750

FUNDING TO SPORT AND RECREATION ORGANIZATIONS

Sport for the Disabled

Seven specialist organizations provide sport opportunities for people with disabilities. These organizations receive Block funding, and are also eligible for Hosting, Team BC Development and Project grants. In addition, Disabled Excellence funding provided additional funding assistance for athletes aspiring to Olympic level competition for the disabled.

Special support for national and provincial games for the physically disabled is provided through the British Columbia Sport and Fitness Council for the Disabled (see page 5), and for special projects (see page 6).

Sports for the Disabled are listed according to their speciality, capitalized within their legal name.

	Block	Hosting	WCG '90	Project	Excellence	TOTAL
Canadian AMPUTEE SPORTS Association	\$ 1,500	\$ 0	\$ 0	\$ 0	\$ 0	\$ 1,500
B.C. BLIND SPORTS and Rec. Assoc.	36,000	10,000	0	0	25,000	71,000
B.C. CEREBRAL PALSY SPORTS Assoc.	10,500	0	0	0	10,000	20,500
B.C. DEAF SPORTS Federation	13,000	0	0	0	10,900	23,900
DISABLED SKIERS Association of B.C.	10,000	0	0	0	9,800	19,800
B.C. SPECIAL OLYMPICS Society	24,000	0	1,950	0	0	25,950
Cdn. WHEELCHAIR SPORTS Assoc.-B.C.	49,000	7,500	0	2,400	25,000	83,900
TOTAL	\$ 144,000	\$ 17,500	\$ 1,950	\$ 2,400	\$ 80,700	\$ 246,550

FUNDING TO SPORT AND RECREATION ORGANIZATIONS

Provincial Recreation Agencies

The original mandate of the Physical Fitness and Amateur Sport Fund, established in 1969, included assisting provincial recreation agencies to encourage British Columbians in improving their levels of physical fitness. The following organizations receive Block funding:

Provincial Recreation Agencies are listed according to their affiliation, capitalized within their legal name.

Canadian AUTOMOBILE Sport Clubs	\$ 11,000
CARPET BOWLING Association of B.C.	\$ 4,000
B.C. HORSESHOE Association	\$ 4,500
Canadian MOTORCYCLE Association - B.C.	\$ 7,500
Federation of MOUNTAIN CLUBS of B.C.	\$ 51,000
Federation of B.C. NATURALISTS	\$ 6,000
Canadian Association of NORDIC SKI INSTRUCTORS of B.C.	\$ 4,500
RECREATIONAL CANOEING Association of B.C.	\$ 10,000
Canadian SKI PATROL System - Pacific South	\$ 4,000
B.C. SNOWMOBILE Federation	\$ 3,500
B.C. WILDLIFE Federation	\$ 3,500
TOTAL	\$ 109,500

Provincial Support Agencies

The well-being of the Provincial Sport and Recreation system relies on more than the activities of the individual sport and recreation organizations. Many other agencies support the system by providing services to athletes and volunteer leaders. These agencies receive Block funding and are eligible to apply for Project funding.

Provincial Support Agencies listed according to their legal name.

Alliance for Health and Fitness
B.C. Administrative Centre for Sport, Recreation and Fitness
B.C. Recreation and Parks Association
B.C. School Sports
B.C. Seniors Games
B.C. Sports Hall of Fame
Canadian Red Cross Society - B.C./Yukon
Northern B.C. Winter Games Society
Outdoor Recreation Council of British Columbia
Recreation Facilities Association of British Columbia
Royal Life Saving Society - B.C./Yukon
Sport and Fitness Council for the Disabled
Sport B.C.
Sport Medicine Council of B.C.
TOTAL

Block	Project	TOTAL
\$ 21,700	\$ 10,400	\$ 32,100
569,320	0	569,320
106,000	0	106,000
180,000	4,410	184,410
80,000	8,750	88,750
70,000	0	70,000
132,000	2,400	134,400
80,000	0	80,000
102,000	2,400	104,400
5,000	1,700	6,700
81,500	2,300	83,800
55,000	2,400	57,400
150,000	120,900	270,900
124,000	102,400	226,400
\$ 1,756,520	\$ 258,060	\$ 2,014,580

FUNDING TO SPORT AND RECREATION ORGANIZATIONS

Other Grants

From time to time, within the broad mission of the Division, grants may be made to augment specific program services which, in the opinion of the Minister, contribute to the overall improvement of the Sport and Recreation system.

Grants for 1990/91 are listed according to the legal name of the recipient.

Aboriginal Sport and Recreation Association of B.C.	\$ 35,000
B.C. Athlete Career Centre Society	\$ 49,164
Canadian Soccer Association	
• 1990/91 contribution to host CONCACAF U19 Tournament	\$ 5,000
Operation Trackshoes	
• assistance towards annual field day for the disabled	\$ 2,000
Promotion Plus	
• promotion of women in physical activity and sport	\$ 26,000
The B.I.G. Relay Run	
• event not held - funds returned to the general fund	\$ 2,000
Vernon Sports Association	
• assist Grandmasters' Sport Festival	\$ 5,000
Prince George - for YM/YWCA Regional Council	
• Fitweek project	\$12,000

Community Leadership Training

The Community Leadership Training program is administered by the B.C. Recreation and Parks Association.

The purpose of this program is to train community recreation leaders and instructors, both professional and volunteer, in order to increase the availability of qualified leaders to community recreation agencies.

Leaders trained include activity workers, fitness instructors, recreation integration workers, youth/summer recreation leaders, and community volunteers. Other training is organized for Municipal managers and elected officials.

Community Leadership Training assistance grants are listed according to the legal name of the recipient.

B.C. Recreation and Parks Association assist with planning the Provincial Annual Conference	\$ 1,000
Other Leadership Projects	
• Aboriginal Sport and Recreation Association of B.C. assist with expenses of conference resource person provincial native recreation leadership training program	\$ 4,500
• Canadian Red Cross Society - B.C./Yukon leadership and water safety training for eight native communities	\$ 2,000
• Federation of Mountain Clubs of B.C. leadership in outdoor recreation skills for eight native communities	\$ 2,000
• Outdoor Recreation Council of B.C. assistance for mountain biking symposium	\$ 2,100
• Recreational Canoeing Association of B.C. leadership training in recreational canoeing for native communities	\$ 2,000

FUNDING TO SPORT AND RECREATION ORGANIZATIONS

The British Columbia Summer and Winter Games

Each year, over eight thousand participants gather for the largest multi-sport events in North America - the British Columbia Summer Games and the British Columbia Winter Games.

These Games are organized by local host committees and their continuity is maintained by the British Columbia Summer and Winter Games Society, a provincial non-profit organization. A grant is made each year to this society which, in turn, passes support along to the host communities as required.

British Columbia Winter Games

February 21 - 24, 1991

Duncan, British Columbia

British Columbia Summer Games

July 25 - 28, 1991

Coquitlam, British Columbia

Contribution from the Sport and Recreation Division

TOTAL: \$ 3,000,000

Coaching Grants

National Coaching Certification Program

The National Coaching Certification Program (N.C.C.P.) Theory program is delivered in British Columbia by the Sport and Recreation Division. Grants are made to community organizations that deliver a Level I or Level II course, usually as follows:

- Level I - \$ 80.00 per course
- Level II - \$ 120.00 per course

Additional funding is provided, for courses conducted in remote areas, to assist with travel expenses for course conductors or other necessary costs.

Funding is also provided for the organization of community coaching conferences.

Summary statistics are provided here (detail on page 10).

Coaching Theory Grants	
• Level I	
49 grants paid	\$ 3,926
• Level II	
16 grants paid	\$ 1,920
Coaching Assistance	
• B.C. Wrestling Association	
employ training centre coach	\$ 15,000
• Basketball B.C.	
coaching apprenticeship	\$ 6,000
Coaching Conference	
• Interior Coaching Conference	\$ 2,845
National Coaching Institute	
organization funding	\$ 60,000
coaching bursaries	\$ 20,000
High Performance coaching seminars	\$ 35,000

FUNDING TO SPORT AND RECREATION ORGANIZATIONS

Coaching Grants

Organizations Receiving Coaching N.C.C.P. Theory Grant

N.C.C.P. - LEVEL I

APPLICANT	PAID
B.C. Judo Association	\$ 80
B.C. Soccer Association	80
Ballenas Secondary School	80
Camosun College	320
Campbell River Parks and Rec. Dept.	80
Capilano College, EPS	80
Cariboo College	80
City of Kamloops	80
College of New Caledonia	160
Courtenay Recreation Association	166
District 69 Recreation Department	80
District of Elkford	80
Douglas College	400
Fraser Valley College	80
Greater Vernon Parks and Rec. District	80
Kamloops Parks, Rec. & Culture Comm.	80
Langley United Youth Soccer Assoc.	80
Nanaimo Men's Fastball	80
Nanaimo Parks and Recreation Dept.	80
North Shore Girls Soccer Club	80
North Vancouver Recreation Centre	160
Northern Lights College	80
Okanagan College	240
Parksville Parks and Recreation	80
Port Alberni Parks and Rec. Comm.	80
Prince George Civic Prop. & Rec. Comm.	80
Quesnel Sub-Reg. Civic Prop. & Rec. Comm.	80
Revelstoke Parks & Recreation Department	80
Sparwood Recreation Department	80
University of British Columbia	80
Vancouver Community College	400
Vancouver Community College - Langara	80
Williams Lake Leisure Services Department	80
TOTAL	\$ 3,926

N.C.C.P. - LEVEL II

APPLICANT	PAID
B.C. Judo Association	\$ 120
B.C. Soccer Association	120
Camosun College	120
City of Cranbrook	120
College of New Caledonia	120
Douglas College	120
Fraser Valley College	120
Karate B.C.	120
Okanagan College	120
Port Alberni Parks and Rec. Comm.	120
Prince George Civic Prop./Rec. Comm.	120
University of British Columbia	120
Vancouver Community College	480
TOTAL	\$1,920

Recreation Administration Grants

A Recreation Administration Grant of \$400 is made to Recreation Commissions which employ no full-time paid staff.

Recreation Administration Grants
200 approved (detail below)

\$ 80,000

Community Recreation Commissions Receiving the Recreation Administration Grant

APPLICANT	PAID	APPLICANT	PAID
Ainsworth Recreation Association	\$ 400	Carlin Hall and Recreation Association	\$ 400
Alert Bay Parks and Recreation Commission	400	Cecil Lake Recreation Commission	400
Alexandria Community Hall Society	400	Cherry Creek Community Recreation Comm.	400
Alexis Creek Community Club	400	Cherryville Community Club	400
Argenta Community Association	400	Christina Lake Community Club & Rec. Comm.	400
Armstrong-Spallumcheen Parks & Rec. Comm.	400	Clearview PTA Arena Commission	400
Atlin Recreation Commission	400	Clearwater Recreation Commission	400
Avola Recreation Commission	400	Colleymount Recreation Commission	400
Baker Creek Community Club	400	Cowichan Lake Community Services Society	400
Baldonnel & District Community Association	400	Crawford Bay Recreation Commission	400
Balfour Recreation Commission	400	Cultus Lake Recreation Association	400
Barlow Creek Recreation Commission	400	Davis Bay-Wilson Creek Community Assoc.	400
Baynes Lake Parks and Recreation Society	400	Deep Creek Recreation Commission	400
Bear Lake and District Community Association	400	Deer Lodge Club	400
Beaver Falls Recreation Society	400	Denman Island Recreation Commission Society	400
Beaverdell Community Club & Rec. Commission	400	Denny Island Recreation Commission	400
Beverly Community Association	400	Dewdney Recreation Commission	400
Bedrock Community Society	400	Doe River Recreation Commission	400
Bessborough Community Club	400	Eagle Bay Hall Society	400
Black Creek Recreation Association	400	Eagle Creek Recreation Commission	400
Blackburn Community Association	400	Eagle Valley Sports & Leisure Association	400
Blewett Recreation Society	400	East Kootenay Recreation Association	400
Blind Bay Sorrento Recreation Society	400	Ellison Centennial Park & Recreation Assoc.	400
Bluebell Recreation Club	400	Enderby Recreation Commission	400
Blueberry Creek Recreation Commission	400	Esler Community Association	400
Boswell Recreation Committee	400	Extension and District Recreation Commission	400
Bouchie Lake Recreation Commission	400	Farmington Recreation Commission	400
Boundary Regional Recreation Commission #2	400	Francois-Tchesinkut Lake Recreation Comm.	400
Bowen Island Recreation Commission	400	Gabriola Island Recreation Commission	400
Braeside Community Recreation Commission	400	Glade Recreation Commission	400
Brennan Creek Recreation Commission Assoc.	400	Glenora Community Association	400
Bridesville Community Club	400	Goodlow Community Centre	400
Brisco Recreation Commission	400	Grandview Bench Recreation Association	400
Buckhorn Recreation Commission	400	Granisle Recreation Commission	400
Buick Creek Community Club	400	Grasmere Recreation Club	400
Cariboo-Ferndale Community Association	400	Gray Creek Hall and Recreation Society	400
CUMULATIVE TOTAL			\$ 28,800

FUNDING TO SPORT AND RECREATION ORGANIZATIONS

Recreation Administration Grants

Community Recreation Commissions Receiving the Recreation Administration Grant

APPLICANT	PAID	APPLICANT	PAID
Greenwood Recreation Commission	\$ 400	Oyama Community Club	\$ 400
Grindrod Recreation Commission	400	Palling Recreation Commission	400
Groundbirch Recreation Commission	400	Parson Recreation Society	400
Halfmoon Bay Recreation Society	400	Pender Harbour Community Club	400
Harrison Hot Springs Recreation Commission	400	Pinantan Recreation Commission	400
Harrison Mills Recreation Commission	400	Popkum Community Hall Society	400
Hatzic Prairie Recreation Commission	400	Port Clements Recreation Commission	400
Hedley Community Recreation Association	400	Pouce Coupe & District Recreation Commission	400
Hills Recreation Society	400	Pritchard Community Association	400
Hornby Island Recreation Commission	400	Quadra Island Recreation Society	400
Houston Recreation Society	400	Queen Charlotte City Community Club	400
Hudson Hope Recreation Commission	400	Raft River Riders Club	400
Jackfish Community Association	400	Red Rock Community Association	400
Johnson's Landing Community Association	400	Regional Recreation Commission No. 2	400
Kilkerran Recreation Society	400	Regional Recreation Commission No. 4	400
Killiney Beach Community Association	400	Regional Recreation Commission No. 6	400
Kispiox Valley Community Association	400	Regional Recreation Commission No. 7	400
Kitwanga Recreation Commission	400	Regional Rec. Commission No. 9 (East Kootney)	400
Klahani Recreation Association	400	Roberts Creek Community Association	400
Lac La Hache Community Club	400	Robson Recreation Society	400
Lakes District Community Centre Association	400	Roe Lake Recreation Commission	400
Lantzville Parks and Recreation Commission	400	Rolla Recreation Commission	400
Lardeau Valley Community Club	400	Rose Lake Community Club & Rec. Commission	400
Lighthouse Recreation Commission	400	Round Lake Recreation Commission	400
Little Fort Recreation Commission	400	Royston Community Club and Rec. Commission	400
Logan Lake Parks and Recreation Commission	400	Salmon River Recreation Association	400
Lower Nicola Recreation Commission	400	Salt Spring Island Parks and Recreation Comm.	400
Lund Community Club	400	Satuma Community Club	400
Lytton Recreation Commission	400	Savona Recreation Commission	400
Mabel Lake Community Club & Rec. Comm.	400	Sayward Recreation Commission	400
Mahood Falls Community Club Society	400	Selma Park Community Centre	400
Malaspina Recreation Association	400	Sewell Inlet Recreation Commission	400
Mapes Blackwater Sob Lake Community Club	400	Seymour Arm Community Association	400
Mara Musical & Athletic Association	400	Shirley Community Association	400
McLeod Recreation Social Services Society	400	Silver Creek Community Centre Association	400
Merville Community Association	400	Sointula Recreation Association	400
Mica Creek Community Club	400	South Cariboo Recreation Commission	400
Midway Recreation Commission	400	South Country Recreation Commission	400
Miocene Community Club	400	South Cowichan Recreation Commission	400
Miworth Community Association	400	South Creston Willing Workers	400
Montney Recreation Commission	400	South Similkameen Recreation Society	400
Nanoose Bay Activities and Recreation Society	400	Southern Cortes Community Association	400
Naramata Recreation and Parks Commission	400	Steeple View Recreation Association	400
Nazko Community Association	400	Summit Lake Community Association	400
Nemaiah Valley Recreation Commission	400	Sunnybrae Community Recreation Society	400
Ness Lake Recreation Commission	400	Sunrise Two Rivers Recreation Society	400
New Hazelton Citizens Assoc. & Rec. Comm.	400	Sunset Prairie Recreation Commission	400
North Bend Community Hall Association	400	Tabor Lake Recreation Commission	400
Oasis Recreation Society	400	Texada Recreation Commission	400
Okanagan Centre Community Hall Association	400	The Galiano Club	400
Okanagan Falls Recreation Commission	400	The Mayne Island Lions Club Rec. for Mayne Is.	400
Okanagan Landing & District Comm. Association	400	Thornhill Parks & Recreation Commission	400
CUMULATIVE TOTAL			\$ 70,400

Recreation Administration Grants

Community Recreation Commissions Receiving the Recreation Administration Grant

APPLICANT	PAID	APPLICANT	PAID
Tofino Recreation Committee	\$ 400	Westwold Community Association	\$ 400
Tomslake and District Recreation Commission	400	Whaletown Community Club	400
Topley Community Club	400	Whistler Advisory Parks & Rec. Commission	400
Tower Lake Community Club	400	White Lake Recreational Society	400
Trout Lake Community Club	400	Willow River Recreation Association	400
Tulameen Community Club	400	Windermere Community Association	400
Union Bay Community Club and Rec. Association	400	Winfield Recreation Association	400
Upper Halfway Community Club	400	Wonowon Horse Club Society	400
View Royal Parks and Recreation Commission	400	Wynndel Community Centre	400
Welcome Beach Community Association	400	Yahk-Kingsgate Recreation Society	400
West Howe Sound Advisory Recreation Commission	400	Yale & District Ratepayers Association	400
Westbridge Recreation Society	400	Ymir Community Association	400
CUMULATIVE TOTAL			\$ 80,000

FUNDING TO ATHLETES

British Columbia Athletic Awards

The purpose of the British Columbia Athletic Award is to assist Provincial elite athletes to progress to national carding status (direct athlete funding by Sport Canada). Athletes are nominated by their Provincial Sport Organization, and grants are paid directly to the athletes. There are two application deadlines per year - May and October - but these are sometimes changed if the date for national carding review is changed to meet competition requirements. Grants are paid in two or three instalments, often over two fiscal years.

A summary by sport is given below, with a sport-by-sport breakdown, listing athletes receiving grants, follows.

	Number Paid	TOTAL PAYMENT
Archery	3	\$ 3,060
Athletics	32	48,266
Badminton	5	4,180
Baseball	12	11,203
Basketball	12	10,822
Biathlon	4	1,900
Bicycling	7	8,753
Blind Sports	9	9,433
Boxing	5	5,500
Canoeing - Flatwater	16	8,116
Canoeing - Whitewater	2	3,600
Diving	2	2,133
Equestrian	6	7,857
Fencing	5	7,252
Field Hockey - Men's	15	10,680
Field Hockey - Women's	11	9,790
Gymnastics - Artistic	10	8,800
Gymnastics - Rhythmic	6	3,063
Hockey	46	12,468
Judo	5	5,273
Ju Jitsu	1	1,100
Modern Pentathlon	1	1,800
Rowing	21	23,800
Shooting	11	16,918
Skating - Figure	5	9,000
Skating - Speed	13	15,102
Swimming - Alpine	8	9,841
Swimming - Cross Country	12	21,600
Swimming - Freestyle	5	5,283
Soccer	4	3,800
Softball	14	7,868
Swimming	21	20,680
Swimming - Synchronized	15	15,228
Table Tennis	6	6,622
Taekwondo	6	4,360
Tennis	7	3,600
Volleyball	7	7,983
Water Polo	4	3,657
Weightlifting	7	3,837
Wheelchair Sports	6	7,070
Wrestling	11	11,749
TOTAL	11	13,070
	409	\$ 396,217

British Columbia Athletic Awards

Athletes Receiving the British Columbia Athletic Award

ARCHERY		BASEBALL - CONTINUED		BOXING	
BARNES, Wade	\$ 1,060	KONKEN, Jordon	\$ 845	BAYNE, Allan	\$ 1,100
DICK, Verna	1,000	LANGLEY, Paul	1,200	CARRINGTON, Bruce	1,100
GILL, James	1,000	MICIUK, Ron	845	DUFFY, Tony	1,100
TOTAL	\$ 3,060	MITZEL, Glenn	1,200	FLEWIN, John	1,100
ATHLETICS		PREMACK, Clayton	845	SOBRAL, Manny	1,100
BARBER, Gary	\$ 1,000	REITER, Morgan	845	TOTAL	\$ 5,500
BARKER, Warren	1,800	SINCLAIR, Steve	1,200	CANOEING - FLATWATER	
BOILEAU, Arthur	1,000	TILL, Jason	845	CROFT, Jeffrey	\$ 300
BOMBA, Mark	1,800	TOTAL	\$ 11,203	DE WIT, Kelley	208
BURROWS, Dena	1,800	BASKETBALL		GRANT, Stuart	208
CAMPBELL, David	1,800	ADAMS, Dean	\$ 902	HEAVER, Peter	1,800
COLLUNEY, Michaela	1,800	CURLEY, Jennifer	902	IRWIN, Karen	200
CRERAR, Kelly	1,266	DYCK, David	902	LINDAL, Kris	400
CROOK, Zeba	1,000	HANSON, Heidi	902	LINDAL, Lara	750
DEACON, Bruce	1,000	HANSON, Nikola	901	LOVATT, Paul	50
DITTBERNER, Isabelle	1,000	KLASEMA, Charlene	902	PAYNE, Lara	700
HOWELL, Sarah	1,800	NAZARCHUK, Tracey	902	PULFREY, Tim	425
JOLLY, Lana	1,800	PAMER, Jason	902	RUNNELLS, Joanna	100
JONES, Elizabeth	1,000	PREECE, Craig	902	SKRIBE, Cheryl	450
KLASSEN, Allan	1,800	SCHNIDER, Andrea	902	SMITH, Linc	1,475
KROEKER, Timothy	1,800	SEMENIUK, Mark	902	TAYLOR, Lydia	250
LAKSUTA, Delore	1,000	WELSH, Derek	901	TYLER, John	400
LOVE, Stuart	1,800	TOTAL	\$ 10,822	ZACHARUK, Kyle	400
MARQUETTE, Ulla	1,000	BIATHLON		TOTAL	\$ 8,116
MATHESON, Kendall	1,800	FIALA, Antonin	\$ 300	CANOEING - WHITEWATER	
MCMANUS, Robert	1,800	HANSEN, Tom	300	BURTON, Robert	\$ 1,800
MORFITT, Graham	1,000	JANKE, Todd	1,000	MERRIE, Tara	1,800
MORRIS, Shelley	1,800	WEBB, Grace-Ann	300	TOTAL	\$ 3,600
NELSON, Carey	1,800	BICYCLING		DIVING	
PFEIFFER, Elden	1,800	BOUCHER, Allan	\$ 1,251	DAVID, Daniel	\$ 1,000
PIERRE, Johan	1,800	CHYPLYK, Tania	1,250	PALMATIER, Trevor	1,133
POIRIER, Michelle	1,800	KEOGH, Sharon	1,250	TOTAL	\$ 2,133
PRIMEAU, Laurier	1,800	PICKAVANCE, Roy	1,251	EQUESTRIAN	
SCHIEBLER, Jeffrey	1,000	SMITH, Jill	1,250	BATE, Phillipa	\$ 1,310
TURNER, Katy	1,800	TOMLINSON, Lesley	1,250	ELICKSON, Des	1,309
WOLF, Corinna	1,000	VROOMAN, Rowan	1,251	HOL, Karen	1,310
ZVERINA, Thomas	1,800	TOTAL	\$ 8,753	JAGROOP, Kamla	1,310
TOTAL	\$ 48,266	BLIND SPORTS		KOZAK, Chelan	1,309
BADMINTON		BOCCACCIO, Tamara	\$ 1,049	WINTHER, Sorine	1,309
CHEUNG, Billy	\$ 630	GRENON, Gordon	1,048	TOTAL	\$ 7,857
OLYNYK, Brent	1,000	LJUBISIC, Ljiljana	1,048	FENCING	
ONG, Elma	850	MCCREATH, Graeme	1,048	BAKONYI, David	\$ 1,450
ONG, Moira	850	MICHELLE, Yvette	1,048	BAKONYI, Ronald	1,451
VAN HEUKELOM, Morgan	850	MORTEN, Pier	1,048	BANNON, Margaret	1,451
TOTAL	\$ 4,180	QUALTROUGH, Carla	1,048	BRAMALL, Ian	1,450
BASEBALL		SALLI, Matt	1,048	SHONG, Laurie	1,450
ARONETZ, Cameron	\$ 845	YORK, Patrick	1,048	TOTAL	\$ 7,252
CHAMBERLAIN, Darin	844	TOTAL	\$ 9,433		
FERRANTE, Aaron	845				
HUNTER, Brad	844				

British Columbia Athletic Awards

Athletes Receiving the British Columbia Athletic Award

FIELD HOCKEY - MEN'S		ICE HOCKEY		JUDO	
BIRCH, Chris	\$ 780	CHADNEY, Randell	\$ 250	BEZAIRE, Christopher	\$ 1,055
COTTON, Spencer	425	DAMINI, Darryl	250	PENTLAND, Curtis	1,054
DUNCAN, Keiron	925	DUBE, Danielle	250	SAYER, Elizabeth	1,054
DUSANGH, Dave	725	FLAHR, Brent	250	YODOGAWA, Derek	1,055
EVANS, Adam	875	GARDINER, Christine	465	YODOGAWA, Lloyd	1,055
EVANS, Lee	725	GRAY, Micheal	250	TOTAL	\$ 5,273
GACEK, Mark	725	HANEY, Mervin	261	LUGE	
GILL, Kinder	525	HOLT, Shannon	250	PATERSON, Julie	\$ 1,100
GILL, Terry	775	HUTTON, Stacey	250	TOTAL	\$ 1,100
HADDOW, Christopher	775	IBBITSON, Dawn	260	PENTATHLON	
INGVALDSON, Chris	675	JOBE, Elaine	250	SOELLNER, Ian	\$ 1,800
MACEY, Ryan	625	KARIYA, Paul	250	TOTAL	\$ 1,800
RAUH, Stephen	375	KELLY, Karen	250	ROWING	
SCOBBI, Blair	925	KERR, Christopher	250	ANDREWS, Meagan	\$ 1,000
SHORT, Robert	825	KNOX, Cameron	250	BATTERSBY, Keith	1,000
TOTAL	\$ 10,680	KUENZL, Amber	250	BELLAMY, Tobin	1,000
FIELD HOCKEY - WOMEN'S		LARSON, Kristine	250	BERTAGNOLLI, Jay	1,000
ANDERTON, Juliet	\$ 750	MACDONALD, Clint	250	BRINDAMOUR, Michelle	1,400
ANDREWS, Heather	750	MACINTYRE, Andrew	250	BULMER, Marja	1,000
BIDDLECOMBE, Erin	1,058	MARLYK, Tanya	250	BURGERS, Cedric	800
BIRCHALL, Helen	750	MCBAIN, Jason	250	CARLOS, Christina	1,000
BOURNE, Kolette	1,058	MCCUSKER, Donald	250	FONTAINE, Rob	1,200
EASTMAN, Lisa	750	MCKINLAY, Micheal	261	GRAVES, Tobel	800
HELMER, Anna	1,058	MILLIKEN, Robin	250	HALE, Paula	1,200
HILL, Sarah	1,058	MURPHY, Daniel	261	KAPRALIK, Sean	1,000
KIRKNESS, Carmen	750	NICOLLS, Paul	250	MASSELINK, William	1,000
LERICHE, Vicki	1,058	NIEDERMAYER, Robin	250	MIEGE, David	1,600
REID, Sue	750	NIEDERMAYER, Scott	465	OKKENHAUG, Klaus	1,600
TOTAL	\$ 9,790	OVERTON, Trudy	250	REKRUTIAK, Micheal	800
GYMNASTICS - ARTISTIC		PARKSTROM, Gary	261	ROSS, Tanya	1,600
AUGUSTIN, Leah	\$ 600	PITRE, Sherri	261	SEPP, Danita	1,600
CAMPBELL, Jenny	600	POWELL, Lynncy	464	SHERKIN, Gregg	1,000
CLOSE, Colin	700	RICORD, Tanya	261	TULLY, Kate	1,000
ERNST, Marlies	800	SCOTT, Nadine	250	VAN EERDEN, Ivan	1,200
GEMMELL, Jesse	900	SHAW, Kendra	261	TOTAL	\$ 23,800
IKEDA, Richard	1,800	SMILLIE, Robert	261	SAILING	
JACQUES, Jody	800	STEVENS, Rod	250	ANDREW, Leigh	\$ 1,604
RAY, Aparna	800	STOCK, Corey	261	ATKINS, Mark	1,500
STAUFFER, Tammy	600	SWICK, Krista	250	BACON, Stephanie	1,500
WITTENBURG, Darcy	1,200	TAYLOR, Diana	250	DAVIS, Scott	1,500
TOTAL	\$ 8,800	TERRIS, Erin	250	GIESE, Thilo	1,500
GYMNASTICS - RHYTHMIC		THACKER, Jennifer	250	GREEN, Joshua	1,605
ANSCOMBE, Kristi	\$ 500	THIESEN, Leanne	250	IRELAND, Sam	1,500
ARNOLD, Megan	553	TOLJANICH, Mark	250	KITCHEN, Brad	1,604
HOOPYBERG, Joanne	500	WALLACE, Aimee	465	MACPHERSON, Grant	1,605
MACAULAY, Erin	500	WILLIAMSON, Deanna	250	PEARCE, Todd	1,500
ROSNER, Mireille	500	TOTAL	\$ 12,468	WHITMORE, Kevin	1,500
WILSON, Rebecca	500			TOTAL	\$ 16,918
TOTAL	\$ 3,053				

British Columbia Athletic Awards

Athletes Receiving the British Columbia Athletic Award

SHOOTING SPORTS		SKIING - CROSS COUNTRY		SWIMMING	
ATTWOOD, Sandra	\$ 1,800	STRIMBOLD, Tony	1,000	BOUDREAU, Carmen	\$ 666
BIRDELL, Mark	1,800	WILSON, Mark	1,000	CHOW, Karen	666
GRAHN, Anne	1,800	TOTAL	\$ 5,283	DURWARD, Julie	666
MABBERLY, Samuel	1,800	SKIING - FREESTYLE		GOLDSMITH, Jennifer	1,800
TOLVANEN, Aimo	1,800	KINDY, Anna	\$ 1,000	HARRIS, Christine	666
TOTAL	\$ 9,000	SUEY, Brad	1,000	KENNEDY, Danielle	666
SKATING - FIGURE		WYLER, Mark	800	LIEDTKE, Corine	666
BARNES, Jodi	\$ 1,303	ZEPIK, Korry	1,000	MATTHEWS, Claire	666
BINGERT, Tanya	1,393	TOTAL	\$ 3,800	MORTIMER, Kelvin	900
COLLINS, Christopher	1,258	SOCCER		PAGE, Ron	1,200
COLLINS, Melissa	1,258	BERG, Nico	\$ 562	REGAN, Brett	1,800
HAMPTON, Elizabeth	1,258	BIRDI, Harry	562	SHUMKA, Stephen	1,800
JURY, Melissa	988	D'ONOFRIO, Carmen	562	STREPPPEL, Greg	1,200
KNIGHT, Matthew	1,348	DULAY, Amanjit	562	WALTERS, Katrina	666
LOWE, Aaron	898	FRANKS, Chris	562	WOODS, Lisa	1,200
PATON, Michele	771	HEALD, Oliver	562	TOTAL	\$ 15,228
TANIZAWA, Lori	1,258	HIKIDA, Richard	562	SWIMMING - SYNCHRONIZED	
WALLA, Ravi	1,168	KUSH, Garret	562	CLARKE, Deanne	\$ 1,311
WILLIAMS, Robbie	1,303	MORGAN, Gareth	562	GRAHAM, Tiffany	1,000
WING, Megan	898	RHODE, Linus	562	IRVINE, Stacey	1,000
TOTAL	\$ 15,102	SANDHU, Didar	562	LOOK, Patricia	1,311
SKATING - SPEED		TREMARCO, Marcos	562	MOULDS, Susan	1,000
HOLBECH, Bryce	\$ 692	WILLOCK, Andrew	562	STRICKER, Joanne	1,000
KAY, Jeffrey	1,736	WOOD, Troy	562	TOTAL	\$ 6,622
KRAUS, Alanna	692	TOTAL	\$ 7,868	TABLE TENNIS	
KRAUS, Dwayne	1,736	SOFTBALL		CHAN, Amy	\$ 1,000
MARSHALL, Kevin	1,193	BIGGAN, Alison	\$ 1,200	CHAN, Clement	590
MARSHALL, Mike	1,464	BRAITHWAITE, Tammy	960	FUNG, Ulrick	590
TE BOEKHORST, Dennis	692	CHAMBERS, Dennis	960	HO, Danny	590
TE BOEKHORST, Geff	1,736	FLEMMER, Carrie	1,100	SEOW, Fong	590
TOTAL	\$ 9,941	HALLS, Janice	960	SHUM, Edward	1,000
SKIING - ALPINE		HELGESEN, Curtis	960	TOTAL	\$ 4,360
ANDERSON, Mark	\$ 1,800	HILL, Marnie	960	TAE KWON DO	
BRAENDLI, Thedy	1,800	JOHNSON, Glenn	960	COLE, Oliver	\$ 500
DAY, Micheal	1,800	KENNEDY, Gerald	960	FONG, Carrol	600
FITCHETT, Denise	1,800	KERN, Michelle	960	FRANCO, Paul	500
HARVEY, Tracey	1,800	KERN, Trevor	960	JEON, Jonathan	500
HATCH, Steven	1,800	KERR, Jeff	960	LOVRIC, Tanya	500
HAYER, Stanley	1,800	MCCART, Peter	960	MAHLOW, Lisa	500
HYNDMAN, James	1,800	REDDEN, Robert	960	OLIVA, Christian	500
SHIELDS, Darren	1,800	RIVETT, Shelley	960	TOTAL	\$ 3,600
SMITH, Murray	1,800	ROUCK, Rhonda	960	TENNIS	
SOUCH, Jesse	1,800	SANDBERG, Shannon	960	DEAKIN, Steve	\$ 1,000
VALENTINE, Sean	1,800	SCHIERLING, Todd	960	DOBSON, Teresa	1,800
TOTAL	\$ 21,600	SMITH, Rick	960	JEYASEELAN, Sonya	1,000
SKIING - CROSS COUNTRY		STEPHENSON, Alecia	1,100	KOLBOVIC, Renata	1,000
DELONG, Rhonda	\$ 1,142	VAIRO, Carmelina	960	MOORE, Scott	846
OSZADSKY, Peter	1,000	TOTAL	\$ 20,680	REBER, Paul	847
STEITZER, Debra	1,141			WALKER, Fabio	1,500
				TOTAL	\$ 7,993

British Columbia Athletic Awards

Athletes Receiving the British Columbia Athletic Award

VOLLEYBALL

BRIGHT, Simon	\$ 700
LEINEMANN, Conrad	1,400
MACIVER, Chris	557
SMITH, Robert	1,000
TOTAL	\$ 3,657

WATER POLO

ASHTON, Michael	\$ 417
BEATTY, Bryce	750
CLIFTON, David	1,000
GIBSON, Craig	418
GREFFARD, Shaun	417
RATCLIFFE, Drew	418
SIDKY, Adam	417
TOTAL	\$ 3,837

WEIGHTLIFTING

COUCH, Katherine	\$ 1,054
GHATORORA, Satwinder	1,800
MICICH, Irena	1,054
SEVILLE, Trevor	1,054
SUDA, Chris	1,054
YOUNG, Rick	1,054
TOTAL	\$ 7,070

WHEELCHAIR SPORTS

GARDNER, Kevin	\$ 1,000
JACKSON, Myril	849
LACASSE, Ernest	600
MACDONALD, Richard	1,000
MCMURRAY, Michael	800
RAKIECKI, Diane	1,200
SAMIS, Christopher	1,500
SCANLAN, Ron	1,500
STILES, Michael	1,200
TRIFONIDIS, Chris	1,500
WHITMAN, Jamie	600
TOTAL	\$ 11,749

WRESTLING

AUSTIN, Scott	\$ 1,000
BOLSTER, Heath	1,000
JOHL, Herbinder	1,000
JOHNSTON, Cameron	1,000
MCLEAN, Walter	1,500
NACINOVIC, Anthony	1,100
ROBERTS, Craig	1,000
SPENCE, Norman	1,500
TAM, Selwyn	1,500
WELLWOOD, Robert	1,370
WHITE, Ryan	1,100
TOTAL	\$ 13,070

Premier's Athletic Awards - World Class

This award of \$2,500 recognizes British Columbia athletes who reach the highest levels of international competition, and are ranked in the world top eight for individual sports, or world top four for team sports.

These athletes are "A" carded by the Federal Government.

Laura BALISKY	Equestrian
Gary BOHAY	Wrestling
Eden DONATELLI	Speed Skating
Kevin DRAXINGER	Swimming
Graeme FELL	Athletics
Jon KELLY	Swimming
Susan LEE	Athletics
Bruce MACDONALD	Sailing
Ross MACDONALD	Sailing
Steve MARSHALL	Wrestling
John SMART	Ski - Freestyle
Lynn WILLIAMS	Athletics

FUNDING TO ATHLETES

Premier's Athletic Awards

- Secondary School Scholarship
- Nancy Greene Scholarship

Both these grant programs are directed to assist graduating Grade 12 students of high athletic promise to attend British Columbia universities. The 1990/91 award schedule is as follows:

Premier's Athletic Award - Secondary School: up to 5 athletes at \$2,500 each
Nancy Greene Scholarship: up to 30 athletes at \$1,500 each

Winners are able to defer their awards for one year, should they wish to pursue their sport careers elsewhere prior to attending a British Columbia university. The award, however, is not paid until their acceptance and enrolment is confirmed.

Premier's Athletic Award - SECONDARY SCHOOL

Kirsten COKE	Trampoline
William CROMACK	Soccer
Jennifer CURLEY	Basketball
Lori DURWARD	Athletics
Barry SEEBARAN	Cricket

Nancy Greene Scholarship

*	Jay ANDERSON	Racquetball/Golf
	Juliet ANDERTON	Field Hockey - Women's
	Ryan BANKS	Football
	Allison BIGGAN	Softball
**	David BIRDSALL	Volleyball/Basketball
	Simon BRIGHT	Volleyball
	Peter BURNS	Athletics
	Dena BURROWS	Athletics
	Patricia CARLSON	Racquetball/Golf
	Darrell CAVENS	Canoe - Flatwater
	Trish CHAPMAN	Volleyball
*	David COOK	Athletics
	Nancy-anne FERGUSON	Soccer
	James GILL	Archery
*	Sam IRELAND	Boardsailing
*	Simon KISSINGER	Racquetball/Golf
	Michelle LACHMANN	Volleyball
	Todd LANGLEY	Basketball
	Kris LINDAL	Canoe - Flatwater
	Michael LIVINGSTONE	Wrestling
	Kristin MEISSNER	Rowing
	Morgan MONTGOMERY	Rowing
	Jason PAMER	Basketball
	Todd RATTEE	Soccer
	Marc SEMENIUK	Basketball
*	Trevor SHORT	Soccer
	Danielle SMITH	Ski - Cross Country
	Callie SWAN	Badminton
	Lori TANIZAWA	Skating - Figure
	Sharon TURNER	Swimming
	Jacqueline TWEEDLIE	Soccer
	Darryl YUNG	Badminton

Deferred or withdrawn
\$ 750

Karen Magnussen Award

In 1973, Karen Magnussen won the World Ladies' Singles Figure Skating Championship. In recognition of this achievement, the Provincial government made available to the Canadian Figure Skating Association - B.C. Section, \$4,000 to be granted to the Province's leading figure skaters.

Jodi BARNES

\$5

Tanya BINGERT

\$5

Kelly CRUIKSHANK

\$5

Michelle McDONALD

\$5

Michele PATON

\$5

Adrian ROBERTSON

\$5

Lori TANIZAWA

\$5

Matthew WILLIAMS

\$5



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DOCUMENT: 870-226/040

MEETING OF THE INTERPROVINCIAL SPORT AND RECREATION COUNCIL

National Fitness/Active Living Organizational Summary

“

Federal-Provincial-Territorial Fitness Committee

TORONTO, Ontario
June 2 and 4, 1992

April 29, 1992

FEDERAL/PROVINCIAL/TERRITORIAL FITNESS COMMITTEE
NATIONAL FITNESS/ACTIVE LIVING ORGANIZATIONAL SUMMARY



Government of Canada
Fitness and Amateur Sport

Gouvernement du Canada
Condition physique et Sport amateur

INTERPROVINCIAL SPORT AND
RECREATION COUNCIL



CONSEIL INTERPROVINCIAL
SPORT ET DES LOISIRS

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SECTION 1

Introduction

At its February 1991 meeting, the Federal - Provincial/Territorial Fitness Committee requested that Tim Weir (Fitness Canada) and Ian Legaree (Government of the NWT) prepare a document that clearly outlines the current interrelationships between the various fitness/active living organizations on the national scene. The attached charts, with descriptions, are the result of this task. Comments and updates for the next version of this report are requested.

SECTION 2

Summary of Charts

Chart #1 Provincial/Territorial and Federal - Provincial/Territorial Mechanisms for Cooperation in Sport, Recreation and Fitness

This chart has been lifted directly from the "Federal/Provincial/Territorial Mechanism for Co-operation in Sport and Fitness" document approved by the Federal/Provincial/Territorial Ministers Responsible for Sport and Recreation meeting held on June 4, 1987 in Quebec City. This chart does not include the recently formed Provincial/Territorial Recreation Committee and its relationship to these mechanisms. Future editions of this document will address this area.

Chart #2 Fitness Canada - Clients and Programs

This chart represents the clients and programs Fitness Canada deals with in the fitness area on a national basis. A short description of each organization is included as an appendix. Health and Welfare Canada (the larger umbrella Department which includes Fitness and Amateur Sport Canada) is included because of the related programs they offer.

Chart #3 Administration Bureau for Active Living

The Administration Bureau for Active Living is located at the Sport and Fitness Administration Centre, 1600 James Naismith Drive in Gloucester, Ontario (outside of Ottawa). The purpose of the Bureau is to provide infrastructure and administrative support to several Active Living (Fitness) organizations and projects that are funded by Fitness Canada. A short description of each organization is included as an appendix.

Chart #4 Federal - Provincial/Territorial Fitness Committee Organizational Connections

The Interprovincial Sport and Recreation Council and Fitness Canada have established a permanent Fitness Committee. The various fitness organization connections are detailed on this chart. A short description of each committee or organization is included as an appendix.

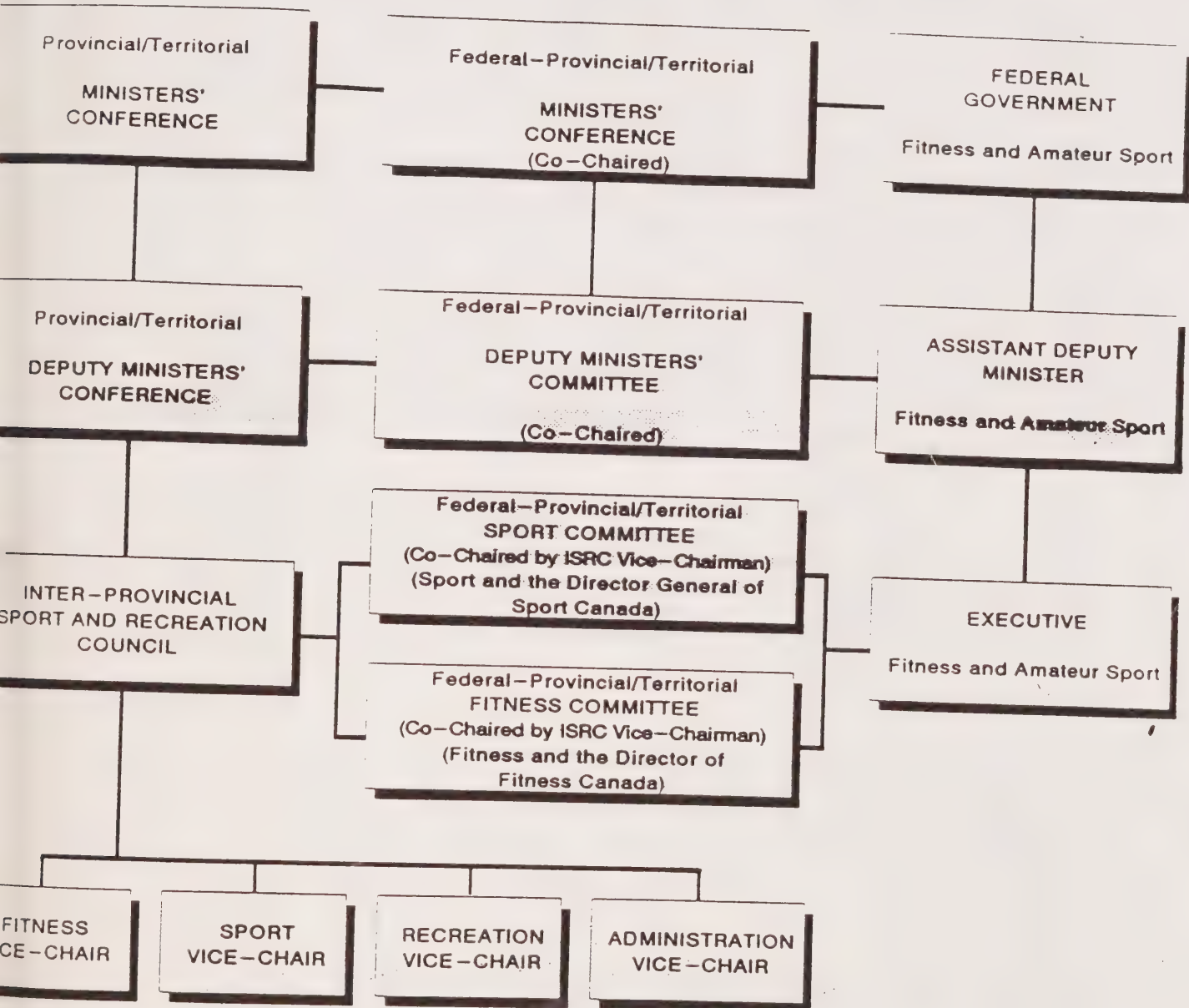
Chart #5 Active Living ('92) Secretariat - Relationship to Government

The Active Living ('92) Secretariat is an approved Federal - Provincial/Territorial organization created to promote the concept of Active Living. The attached chart is the approved management mechanism for this Secretariat.

SECTION 3

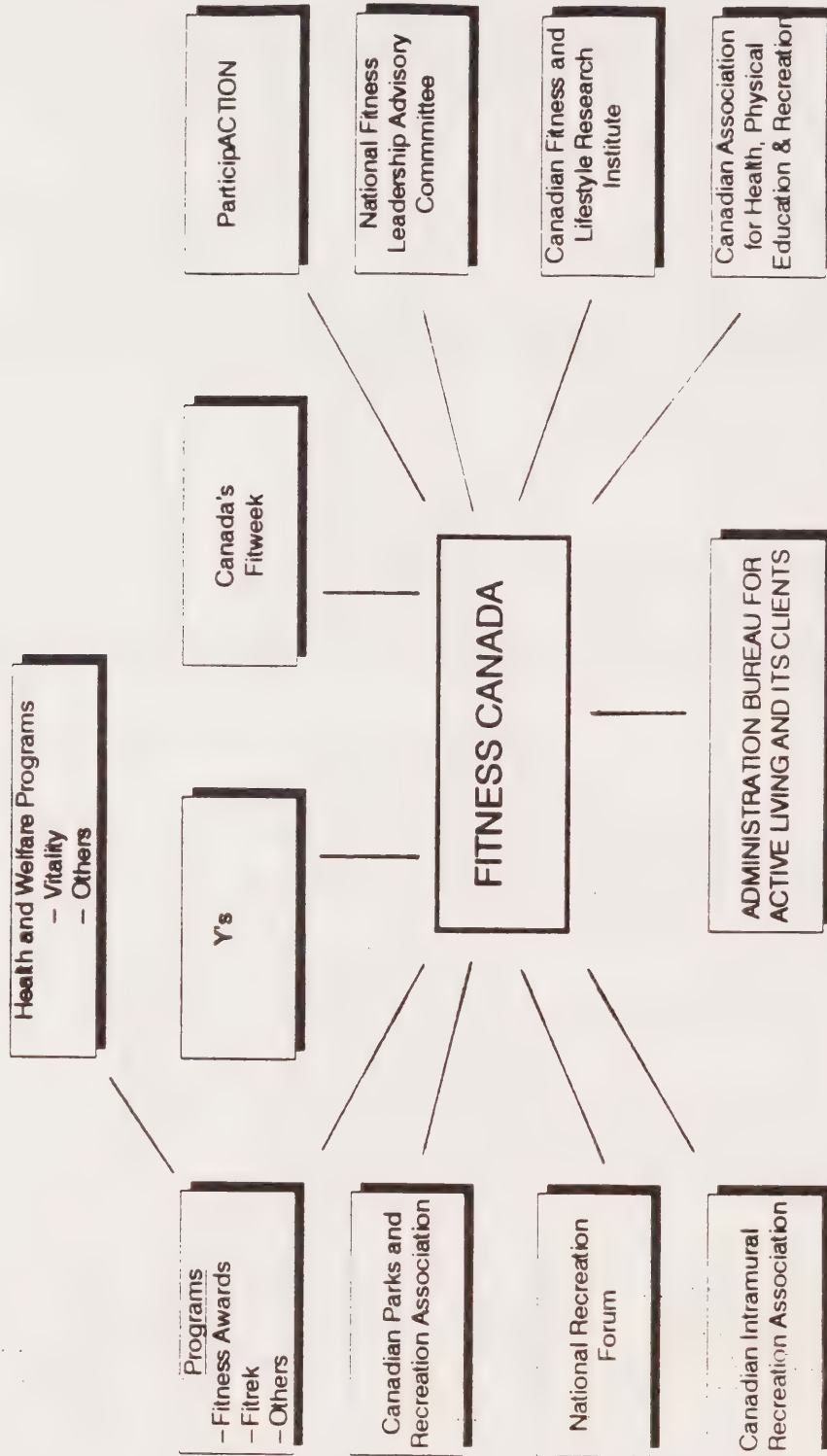
CHART #1

PROVINCIAL/TERRITORIAL AND FEDERAL-PROVINCIAL/TERRITORIAL Mechanisms for Co-operation in Sport, Recreation and Fitness



FITNESS CANADA CLIENTS & PROGRAMS

CHART #2



APPENDIX TO CHART #2

FITNESS CANADA FUNDED ORGANIZATIONS, AGENCIES, AND PROGRAMS RELATED TO THE NATIONAL FITNESS SCENE IN CANADA

Fitness Canada

Fitness Canada is a unit of Fitness and Amateur Sport Canada (which is a unit of the larger umbrella Department of Health and Welfare Canada). "In conjunction with partner organizations, other levels of government and the private sector, Fitness Canada promotes well-being and fitness through physical activity" for all Canadians. The organization has "continued to focus its efforts on four priority segments of the population: youth, seniors, the disabled and employees". The national 'Blueprints for Action' are a result of these priority tasks. (Taken from "Fitness and Amateur Sport Annual Report 1988-89). Direct Programs run by Fitness Canada include the Canadian Active Living Challenge and Fitrek (more detail on these can be obtained from Fitness Canada). Many programs and services offered by Sport Canada are also directly related to the fitness/active living area but are not detailed in this document.

Y's (Young Women's & Men's Christian Associations of Canada)

"Enriched by the Christian faith and by world wide membership, the Young Women's (Men's) Christian Association seeks to provide opportunities for personal growth, to deepen concern for human needs and to act responsibly in the world community." (Taken from the YWCA of Canada mandate statement. Partial funding is received through Fitness Canada.)

Canada's Fitweek

"Canada's Fitweek is a nation-wide umbrella campaign designed to encourage all Canadians to incorporate regular physical activity into their everyday lifestyle." (Taken from 'Canada's Fitweek Facts' a promotional item included in the 1991 Canada's Fitweek Organizer's Guide. Funding is received from Fitness Canada and various corporate sponsors.)

ParticipACTION

"ParticipACTION is an independent, non-profit organization developed for the promotion of physical activity and physical fitness in Canada. Working closely with the thousands of leaders involved in direct programming, ParticipACTION uses the techniques of mass communications to effect positive attitude and behaviour changes on an individual, community and national scale. It is a catalyst, providing motivation, information and encouragement to Canadians of all ages and all areas of society." (Taken from 'Notes on ParticipACTION - The Canadian Movement for Personal Fitness' prepared for the October 21, 1980 meeting of Federal - Provincial/Territorial Ministers Responsible for Sport and Recreation. Funding is received from Fitness Canada and various corporate sponsors.)

National Fitness Leadership Advisory Committee (NFLAC)

"The National Fitness Leadership Advisory Committee exists to facilitate a standards-based approach to fitness leadership development in Canada. The Committee represents a partnership among three main groups:

- provincial/territorial governments (through the Interprovincial Sport and Recreation Council - ISRC);
- the federal government (Fitness Canada);
- national delivery organizations either directly involved with or having a strong interest in the field of fitness leadership training.

National delivery organizations represented on the NFLAC are:

- the Canadian Association for Health, Physical Education and Recreation (CAHPER);
- the Canadian Association of Sport Sciences (CASS);
- the Canadian Council of University Physical Education Administrators (CCUPEA);
- the Canadian Parks/Recreation Association (CP/RA);
- YMCA of/du Canada;
- YWCA of/du Canada."

(Taken from a brochure published by NFLAC. Funding is received through the Committee's members.)

Canadian Fitness & Lifestyle Research Institute (CFLRI)

"The mission of the Canadian Fitness and Lifestyle Research Institute is to enhance the well-being of Canadians. It encourages a broad continuum of high quality, multi-sectoral research on active living and fitness, and synthesizes, interprets, and disseminates the knowledge gained to professionals, policy-makers, and individual Canadians." (Taken from the Institute's 1989/90 Annual Report. Funding is received from Fitness Canada and various corporate sponsors.)

Canadian Association for Health, Physical Education and Recreation (CAHPER)

"CAHPER's mission is to enhance physically active lifestyles for Canadians. Through professional leadership it will promote programs in educational settings. The Quality, Daily Physical Education Program will address the mission statement by involving provincial (territorial) physical education teachers, liaison groups, consultants, supervisors, and teachers in the promotion of the benefits of quality programs and daily physical education for Canadian students." CAHPER programs include 'Do It Daily ... for Life!' in cooperation with the Canadian Intramural Recreation Association. (Taken from CAHPER newsletter 'In Touch' Vol. 3 #2 1987. Funding is received from Fitness Canada and various corporate sponsors.)

Administration Bureau for Active Living

"The Administration Bureau for Active Living was established to support the operational needs of the new structures and program units (in the Active Living program area). The Bureau provides operational services to support the units in meeting their mandates. The Bureau is a facilitator, supporter and catalyst which helps make things happen, rather than doing things itself. It fosters an environment of cooperation and collaboration that maximizes the pursuit of the missions of the program units. The dynamic environment requires an adaptable, flexible Bureau which can react quickly to change." (Taken from a June, 1990 'Update' document produced by the Bureau. Funding is received from Fitness Canada.) See also Chart #3

Canadian Intramural Recreation Association(CIRA)

"An organization established in 1977, CIRA is recognized as the major national association in the field of intramurals and recreation... Our (CIRA's) goal is to promote the development of intramural and recreation programs at all levels of the education system." CIRA programs include 'Do It Daily ... for Life!' in cooperation with CAHPER. (Taken from a membership form issued by CIRA. Funding is provided Fitness Canada and various corporate sponsors.)

National Recreation Forum

The "National Recreation Statement" issued by Federal/Provincial/Territorial Ministers responsible for Recreation in September of 1987 called for the development of an ongoing mechanism for governments involved in recreation to exchange information and coordinate activities. The ISRC and Fitness Canada cooperated to establish the first such forum in April of 1990. A second forum occurred in June of 1991. Funding is provided by Fitness Canada, the involved Provincial/Territorial Governments, and the Interprovincial Sport and Recreation Council.

Canadian Parks/Recreation Association (CP/RA)

"The CP/RA is a national, independent, voluntary service and education organization actively engaged to enhance the quality of life of all Canadians through the development, organization and promotion of parks, recreation and leisure services in Canada." (Taken from the CP/RA magazine 'Recreation Canada', March 1991. Funding is received from Fitness Canada, membership fees, and various corporate sponsors.)

Canadian Association for the Advancement of Women in Sport and Physical Activity (CAAWS)

"CAAWS is the national advocacy voice for women involved in sport and physical activity" (Taken from the Association's March, 1991 bulletin. Funding is received from Fitness Canada.)

Sport Information Resource Centre (SIRC)

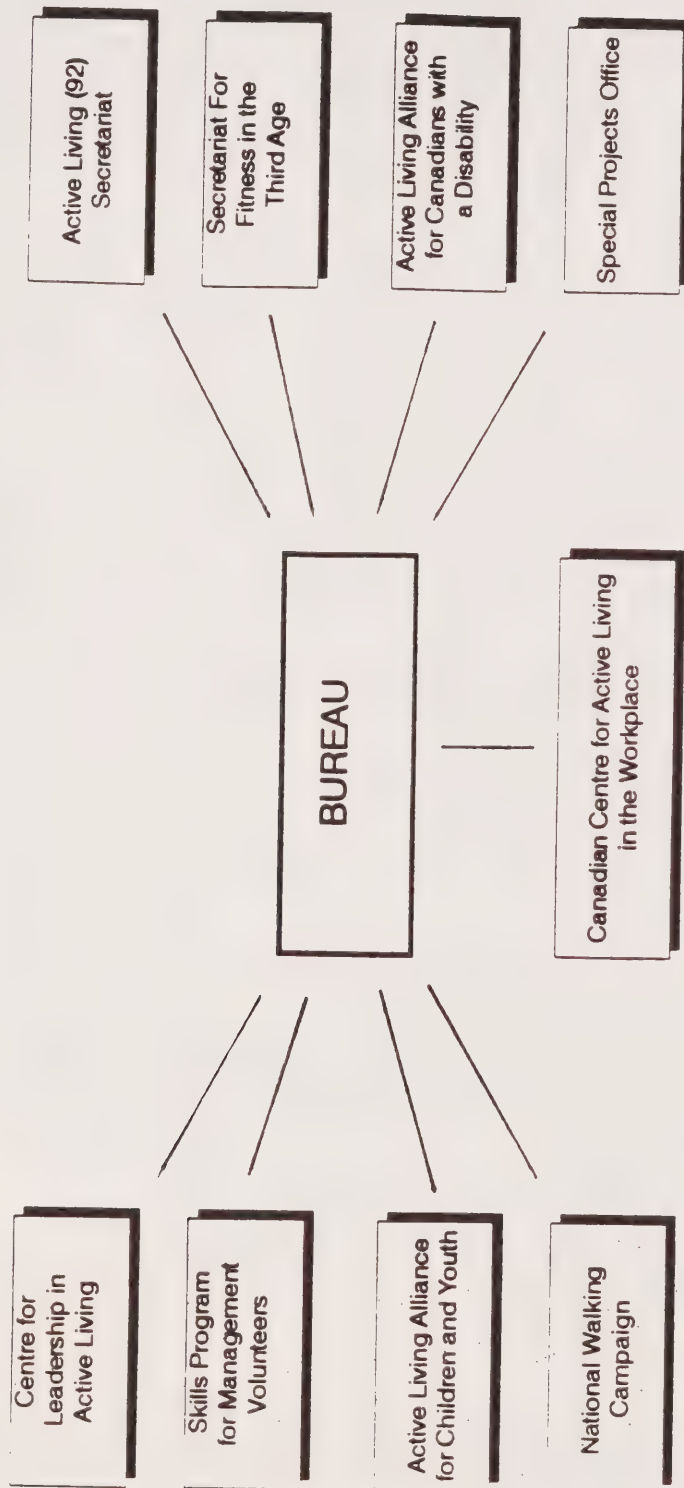
"The Sport Information Resource Centre produces the SPORT Database, an invaluable resource for tracking down the world's practical and research literature for sport, physical fitness, physical education, sports medicine and sports science topics (Taken from the Winter 1991 issue of 'Inter-action' produced by Fitness Canada.)

Health and Welfare Canada Programs

Vitality is "a national program. Its aims to enable Canadians to adopt a positive approach to life centred on enjoyable, healthy eating; enjoyable, physical activity; and a positive self and body image." (Taken from the Winter 1991 issue of 'Inter-action' produced by Fitness Canada) The public information portion of the program is conducted by ParticipACTION for Health and Welfare Canada.

ADMINISTRATION BUREAU FOR ACTIVE LIVING

CHART #3



ADMINISTRATIVE BUREAU FOR ACTIVE LIVING
CLIENT PROFILES

Secretariat for Fitness in the Third Age

"The Secretariat for Fitness in the Third Age is a non-profit, non governmental national agency. Our mission is to promote and support the adoption of regular lifelong participation in physical activity." *

Active Living Alliance for Canadian With a Disability

"To facilitate and develop collaboration among organizations, agencies and individuals, in order to positively affect the physical active lifestyles of Canadians with disabilities in all communities."* Members of the alliance include:

- . The Canadian Amputee Sports Association
- . The Canadian Association of Disabled Skiers
- . Canadian Association for Health, Physical Education and Recreation
- . The Canadian Blind Sports Federation
- . The Canadian Council of the Blind
- . The Canadian Deaf Sports Association
- . The Canadian Federation of Sport Organizations for the Disabled
- . Canadian Intramural Recreation Association
- . The Canadian Mental Health Association
- . Canadian Parks and Recreation Association
- . The Canadian Red Cross Society
- . Canadian Special Olympics
- . The Canadian Wheelchair Sports Association
- . G. Allan Roeher Institute
- . Learning Disabilities Association of Canada
- . Fitness Canada

Canadian Centre for Active Living in the Workplace

"To promote, encourage and facilitate the development and participation of organizations to provide workplace fitness programs, leading towards improved overall health status among Canadian workers and a more effective, productive and rewarding workplace environment."*

Active Living Alliance for Children and Youth

"To support, facilitate and promote the mobilization of all Canadian children and youth to value and to participate in daily physical activity."*

Skills Program for Management Volunteers

"The Skills Program for Management Volunteers is a cooperative leadership development program that addresses the training needs of management volunteers working in the field of physical activity, fitness, sport and culture." *

National Walking Campaign

The National Walking Campaign is coordinated by the Secretariat for Fitness in the Third Age through funding provided by the Seniors' Independence Program of Health and Welfare Canada. The philosophy of the program is largely based on the 'Blueprint for Action' for Older Adults. It strives to increase awareness of the benefits of walking for older Canadians through a variety of public information and awareness mechanisms. (Abridged from the March 1991 'A Fit Third Age' produced by the Secretariat for Fitness in the Third Age)

Special Projects Office

Mandate description currently unavailable

Women's Program

Mandate description currently unavailable

Centre for Leadership in Active Living (CLAL)

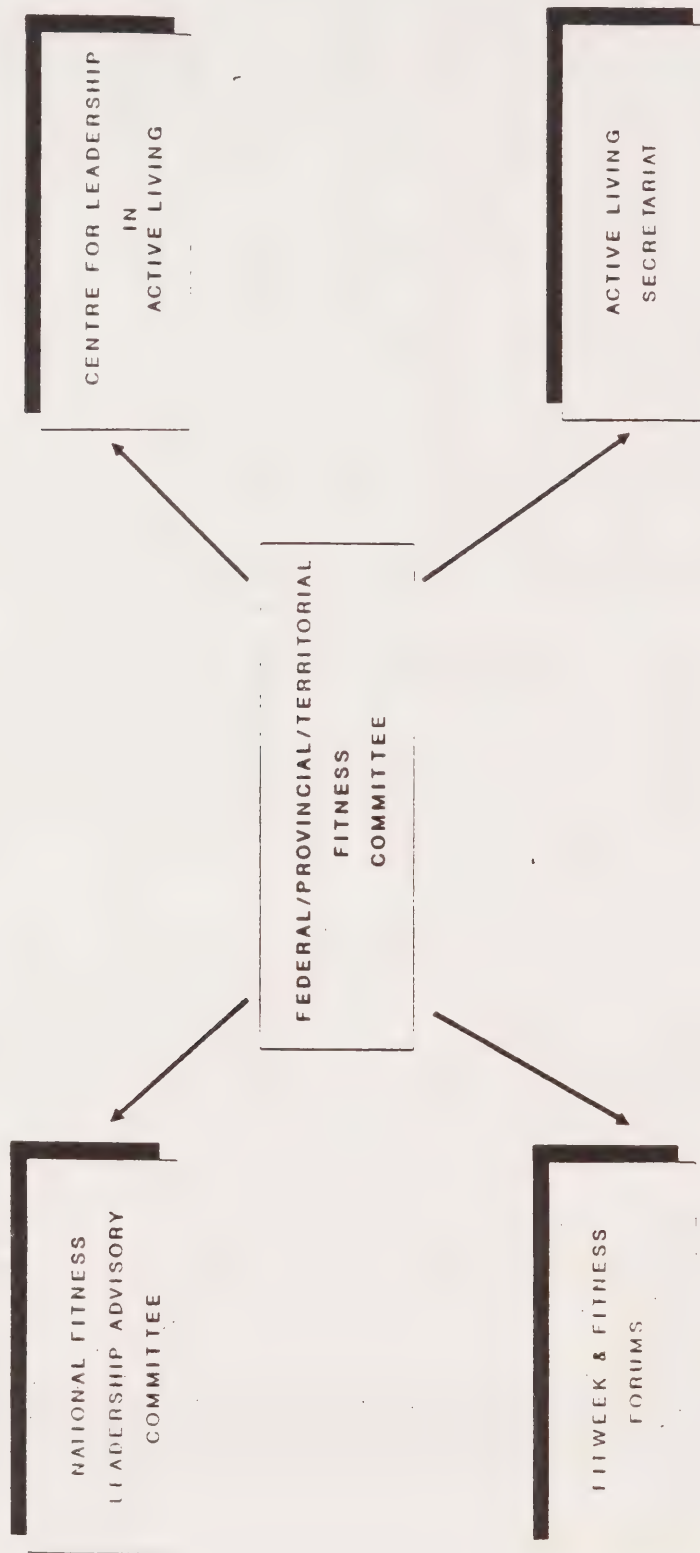
"To facilitate the coordination and collaboration among stake holders in active living on the development, delivery and support of leadership initiatives". Members of the Leadership Council include:

- . Canadian Intramural Recreation Association
- . Canadian Association for Physical, Physical Education and Recreation
- . YM/YWCA
- . Royal Life Saving Society of Canada
- . Canadian Fitness Lifestyle Research Institute
- . Scouting
- . Universities
- . Boys and Girls Clubs
- . Health Sector
- . Out Door Recreation Groups
- . National Fitness Leadership Advisory Council
- . FACA/Canadian Association of Sport Sciences
- . Skills Program
- . Active Living Target Groups (Disabled, Children and Youth, Third Age, Workplace Fitness, Women)
- . Interprovincial Sport and Recreation Council
- . Fitness Canada

(Taken from CLAL Terms of Reference, March 1991. Funding is received from Fitness Canada.)

- * The mandate statements above marked with an "*" were taken from an 'Update' document issued by the Administration Bureau for Active Living. Funding is provided through Fitness Canada, various corporate sponsors and sales of materials.

FEDERAL/PROVINCIAL/TERRITORIAL FITNESS COMMITTEE CHART # 4 ORGANIZATIONAL CONNECTIONS



APPENDIX TO CHART #4

FEDERAL - PROVINCIAL/TERRITORIAL FITNESS COMMITTEE
ORGANIZATIONAL CONNECTIONS

Centre for Leadership in Active Living (Leadership Development Committee)

"To facilitate the coordination and collaboration among stake holders in active living on the development, delivery and support of leadership initiatives"

Members of the Leadership Council include:

- . Canadian Intramural Recreation Association
- . Canadian Association for Health, Physical Education and Recreation
- . YM/YWCA of/du Canada
- . Royal Life Saving Society of Canada
- . Canadian Fitness Leadership Research Institute
- . Scouting
- . Universities
- . Boys and Girls Clubs
- . Health Sector
- . Outdoor Recreation Groups
- . National Fitness Leadership Advisory Council
- . Canadian Association of Sport Sciences
- . Skill Program
- . Active Living Target Groups (Disabled, Children and Youth, Third Age, Workplace Fitness, Women)
- . Interprovincial Sport and Recreation Council
- . Fitness Canada

(Taken from CLAL Terms of Reference, March 1991. Funding is received from Fitness Canada.)

Fitweek and Fitness Forums

Forums are a mechanism by which the Interprovincial Sport and Recreation Council coordinates the meeting of provincial/territorial jurisdictions interested in a particular area. "Presently, there are five forums which have ISRC representation on them. They are Coaching, Fitweek, Skills, Recreation and Facilities." (Taken from ISRC Orientation and Procedures Handbook.)

National Fitness Leadership Advisory Committee (NFLAC)

"The National Fitness Leadership Advisory Committee exists to facilitate a standards-based approach to fitness leadership development in Canada. The Committee represents a partnership among three main groups:

- . provincial (territorial) governments (through the Interprovincial Sport and Recreation Council - ISRC);
- . the federal government (Fitness Canada);
- . national delivery organizations either directly involved with or having a strong interest in the field of fitness leadership training.

National delivery organizations represented on the NFLAC are:

- . the Canadian Association for Health, Physical Education and Recreation (CAHPER);
- . the Canadian Association of Sport Sciences (CASS);
- . the Canadian Council of University Physical Education Administrators (CCUPEA);
- . the Canadian Parks/Recreation Association (CP/RA);
- . YMCA of/du Canada;
- . YWCA of/du Canada."

(Taken from a brochure published by NFLAC. Funding is received through the Committee's members.)

Active Living ('92) Secretariat

The Active Living ('92) Secretariat is an approved Federal/Provincial/Territorial organization created to promote the concept of Active Living.

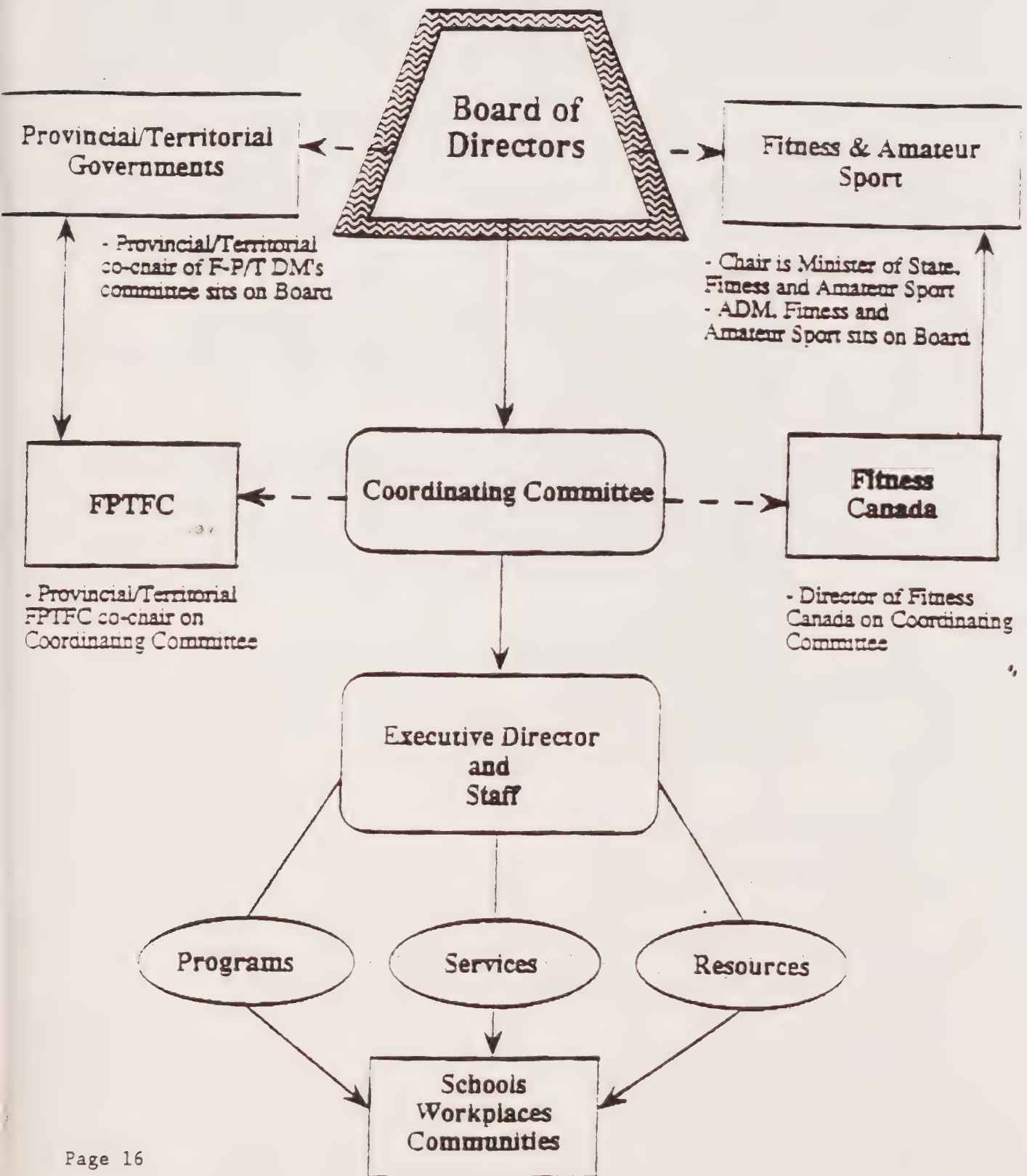
National Fitness Initiatives

The Provincial/Territorial unit of the Federal - Provincial/Territorial Fitness Committee maintains a network of contacts through Provincial/Territorial staff with the following organizations:

- . Active Living Alliance for Canadians with a Disability
- . Secretariat for Fitness in the Third Age
- . National Walking Campaign
- . Active Living Alliance for Children and Youth
- . The Canadian Association of Sport Sciences

SECTION 7

CHART #5 - RELATIONSHIP TO GOVERNMENT - ACTIVE LIVING '92 SECRETARIAT



SECTION 8

SUMMARY OF ALLIANCES OF FITNESS/ACTIVE LIVING ORGANIZATIONS IN CANADA

Coalition of Fitness Leadership Associations (proposed organization)

Current mandate statement unavailable.

The Active Living Alliance for Children and Youth

"Its specific mandate is to 'facilitate co-operation, co-ordination and collaboration' among all the children and youth agencies in Canada." (Taken from the Spring 1991 issue of 'Inter-action' produced by Fitness Canada.)

Members of the Alliance include:

- . Active Living Alliance for Canadians with a Disability
- . Canadian Association for Health, Physical Education and Recreation
- . Canadian Association for School Health
- . Canadian Association for Sport Sciences
- . Canadian Camping Association
- . Canadian Lifestyle Research Institute
- . Canadian Home and School and Parent-Teacher Federation
- . Canadian Intramural Recreation Association
- . Canadian Parks/Recreation Association
- . Canadian Recreation Canoeing Association
- . Canadian Youth Foundation
- . Centre for Leadership in Active Living
- . Sport Canada
- . Fitness Canada
- . Health and Welfare Canada
- . Federal-Provincial/Territorial Fitness Committee
- . Girls Guides of Canada
- . Heart and Stroke Foundation of Canada
- . ParticipACTION
- . Royal Life Saving Society of Canada
- . Boys and Girls Clubs of Canada

National Leadership Alliance/Council

Current mandate statement unavailable.

Employee Lifestyle Management Alliance

Current mandate statement unavailable.

National Fitness Leadership Advisory Committee (NFLAC)

"The National Fitness Leadership Advisory Committee exists to facilitate a standards-based approach to fitness leadership development in Canada. The Committee represents a partnership among three main groups:

Consisting of:

- . Interprovincial Sport and Recreation Council;
- . Fitness Canada;
- . national delivery organizations either directly involved with or having a strong interest in the field of fitness leadership training, these include:
 - . the Canadian Association for Health, Physical Education and Recreation (CAHPER);
 - . the Canadian Association of Sport Sciences (CASS);
 - . the Canadian Council of University Physical Education Administrators (CCUPEA);
 - . the Canadian Parks/Recreation Association (CP/RA);
 - . YMCA Canada;
 - . YWCA of/du Canada.

Centre for Leadership in Active Living (Leadership Development Committee)

"To facilitate the coordination and collaboration among stake holders in active living on the development, delivery and support of leadership initiatives". Members of the Leadership Council include:

Consisting of:

- . Canadian Intramural Recreation Association
- . Canadian Association for Health, Physical Education and Recreation
- . YM/YWCA of/du Canada
- . Royal Life Saving Society of Canada
- . Canadian Fitness Lifestyle Research Institute
- . Scouting
- . Universities
- . Boys and Girls Clubs
- . Health Sector
- . Outdoor Recreation Groups
- . National Fitness Leadership Advisory Council
- . Canadian Association of Sport Sciences
- . Skills Program
- . Active Living Target Groups (Disabled, Children and Youth, Third Age, Workplace Fitness, Women)
- . Interprovincial Sport and Recreation Council
- . Fitness Canada



DOCUMENT: 870-232/006

MEETING OF THE INTERPROVINCIAL SPORT AND RECREATION COUNCIL

Recent Doping Infraction of Ben Johnson (Athletics)

Federal

REGINA, Saskatchewan
March 8 and 10, 1993

Minister of State Youth
Minister of State
Fitness and Amateur Sport



Ministre d'État Jeunesse
Ministre d'État
Condition physique et Sport amateur

MEMORANDUM

TO: Provincial and Territorial Sport Ministers

FROM: Minister of State
Fitness and Amateur Sport

DATE: MAR - 5 1993

SUBJECT: Recent Doping Infraction of Ben Johnson (Athletics)

It is with extreme regret that I have learned from the Canadian Centre for Drug-Free Sport (CCDS) of a second major doping infraction by Ben Johnson.

I felt it was necessary to write to you directly regarding this situation, as it further emphasizes the need for our governments to work together in the fight against doping in sport, using the jointly established Canadian Policy Against Doping in Sport.

Since his reinstatement to competitive eligibility two years after the Seoul doping incident, Ben Johnson has been the subject of an ongoing testing program that has involved both announced and unannounced testing.

On January 17, 1993, at the Montreal International Grand Prix competition, Ben Johnson was tested for doping. The I.N.R.S. Santé Laboratory in Montreal conducted the sample analysis and concluded that Mr. Johnson had been administering testosterone. This is considered a doping infraction by sport authorities in Canada and internationally.

The Montreal International Grand Prix competition is an event sanctioned by the International Amateur Athletics Federation (IAAF). As such, all matters pertaining to the competition, including doping controls and testing, fall within the jurisdiction of the IAAF.

Doping controls (tests) at the Montreal International were carried out by the Canadian Centre for Drug-Free Sport in its role as a provider of "client services" to the IAAF.

It is the Federal Government's policy to remain independent from all procedural and technical activities associated with any doping incident. The CCDS has kept the Federal Government fully informed of all developments in this case.

The Federal Government shares the frustration and sadness that you no doubt are experiencing in light of this recent development.

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- 2 -

As a result of this second doping infraction, Ben Johnson will be ineligible for life to receive Federal Government funding. As well, Mr. Johnson will not be permitted to participate in any sport in any role. It is the intention of our policy to ensure that such individuals are not involved in positions of leadership within the sport system, are not active participants and do not hold positions of influence in the organized competitive system.

The fact that a doping incident of this nature has occurred despite our strong efforts reinforces the need for continued vigilance and work in anti-doping both in our country and internationally. It further indicates how difficult it is to change entrenched behaviours and points to the need for early intervention programs aimed at younger athletes and focused on the development of positive attitudes toward drug-free sport and fair play.

We can point with pride at numerous accomplishments in anti-doping. The independent Canadian Centre for Drug-Free Sport and its comprehensive anti-doping campaign have been established; a joint Federal-Provincial-Territorial Anti-Doping Policy has been agreed upon; a new Canadian policy for doping infractions has been tabled; and in December 1992 the first National Education Workshop on Anti-Doping was held in Ottawa. Clearly we can claim therefore that Canada has made great progress in addressing the doping problem since the revelations of the Seoul Olympics and the subsequent Dubin Inquiry.

This incident however indicates the need to reinforce our joint efforts in the areas of education and early involvement with youth. I trust we can further exchange views at our forthcoming Federal\Provincial\Territorial meetings March 9 in Regina.

The Federal Government remains committed to supporting and advancing a strong anti-doping message and program in Canada in cooperation with the Provincial and Territorial Governments, the Canadian Centre for Drug-Free Sport and the national sport organizations. Such a program must be based on a clear and unequivocal values and ethics message and must be supported by effective education, information and deterrence activities.

Sincerely,



Pierre H. Cadieux

Release
communiqué

**BEN JOHNSON INELIGIBLE FOR
FEDERAL FUNDING AND
PARTICIPATION IN SPORT FOR LIFE**

MARCH 5, 1993

MEXICO CITY - The Minister of State for Youth, Fitness and Amateur Sport, the Honourable Pierre H. Cadieux, today announced that Ben Johnson will be ineligible for life for Federal Government sport funding and from participation in any sport in any role consistent with the Canadian Policy on Penalties for Doping Infractions as a result of a second doping infraction.

The Minister has communicated the government's concerns to the Canadian Centre for Drug-Free Sport (CCDS) and expects that their full review, in cooperation with Athletics Canada, of the circumstances surrounding this incident, will provide recommendations for action by the appropriate authorities.

On January 17, 1993 at the Montreal International Grand Prix Competition, Ben Johnson tested positive for testosterone. The I.N.R.S. Santé Laboratory in Montreal conducted the sample analysis, reported its findings to the appropriate authorities and the International Amateur Athletics Federation (IAAF) concluded that a doping infraction had occurred.

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- 2 -

"It is with extreme regret that I have learned from the CCDS of this doping infraction confirmed by the IAAF. The Federal Government shares the frustration and sadness, no doubt felt by many in light of this recent disclosure," said Minister Cadieux.

The Canadian government has undertaken a number of anti-doping initiatives since the revelations of the Seoul Olympics in 1988 and the subsequent Dubin Inquiry. These include the establishment and funding of an independent Canadian Centre for Drug-Free Sport and a comprehensive national anti-doping campaign. The government (Fitness and Amateur Sport) and the sport community have also brought forward a new Canadian Policy on Penalties which is one of the most stringent in the world while still ensuring the protection of individual rights.

Internationally, Canada is recognized as a world leader in anti-doping through the creation and promotion of the International Olympic Charter Against Doping in Sport; and the establishment of a four-country Anti-Doping Agreement to provide for mutual exchange and mutual assessment of anti-doping programs.

"Despite such efforts, we still have individuals who choose to violate the values and rules of sport and thereby damage the very integrity and essence of sport. They also pervert the playing field and hurt the sincerity and commitment of the tens of thousands of Canadian athletes who participate fairly and with integrity. This conduct and its damage to sport is unacceptable." said Minister Cadieux.

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DOCUMENT: 870-232/006

Traduction du Secrétariat

RÉUNION DU CONSEIL INTERPROVINCIAL DU SPORT ET DES LOISIRS

La récente infraction de dopage de Ben Johnson (Athlétisme)

Fédéral

REGINA (Saskatchewan)
Les 8 et 10 mars 1993

NOTE DE SERVICE

AUX Ministres provinciaux et territoriaux du sport
DE Ministre d'État
Condition physique et Sport amateur
DATE Le 5 mars 1993
OBJET La récente infraction de dopage de Ben Johnson
(Athlétisme)

C'est avec le plus grand regret que j'ai appris par le Centre canadien sur le dopage sportif (CCDS) que M. Ben Johnson a commis une deuxième infraction de dopage importante.

J'estime qu'il est de mon devoir de vous écrire immédiatement pour vous informer et pour souligner que nos gouvernements doivent unir leurs efforts pour lutter contre le dopage dans le sport à l'aide de la politique canadienne antidopage pour le sport que nous avons définie ensemble.

Depuis son retour à la compétition, deux ans après les Jeux de Séoul, Ben Johnson a été l'objet d'un programme de contrôle permanent qui prévoyait des tests prévus et inopinés.

Lors des compétitions du Grand Prix international d'athlétisme de Montréal, Ben Johnson a subi un contrôle le 17 janvier 1993. Le laboratoire de l'INRS (INRS Santé) de Montréal a effectué l'analyse de l'échantillon et a conclu que M. Johnson avait absorbé de la testostérone. Pour les instances canadiennes et internationales du sport, il s'agit d'une infraction de dopage.

Le Grand Prix international d'athlétisme de Montréal se tient sous les auspices de la Fédération internationale d'athlétisme amateur (FIAA). Tout ce qui se rapporte aux compétitions, y compris le contrôle antidopage, relève de la compétence de la FIAA.

Le Centre canadien sur le dopage sportif s'est chargé du contrôle antidopage aux compétitions de Montréal pour la FIAA.

Le gouvernement fédéral a comme politique de demeurer à l'écart de toutes les démarches et activités techniques qui se rapportent à une infraction de dopage. Le CCDS a tenu le gouvernement fédéral au courant de tous les événements.

Le gouvernement fédéral partage la frustration et la tristesse que vous manifestez sans doute à la suite de cette nouvelle.

En raison de cette deuxième infraction de dopage, Ben Johnson ne sera désormais plus admissible aux subventions fédérales. En outre, M. Johnson ne pourra plus participer à un sport, quel que soit son rôle. En vertu de notre politique, nous veillerons à ce que les personnes qui ont commis ce genre d'infraction ne jouent pas un rôle de chefs de file au sein du système sportif, n'y participent pas de manière active et ne détiennent des fonctions d'autorité dans le système organisé de compétitions.

Une infraction de ce genre, malgré nos efforts dynamiques de lutte, ne fait que souligner qu'il faut demeurer vigilant et poursuivre la lutte à l'échelle nationale et internationale. Cet incident démontre également combien il est difficile de modifier des habitudes enracinées et souligne qu'il faut mettre en train des programmes qui s'adressent aux athlètes plus jeunes et qui mettent l'accent sur le sport dépourvu de drogues et sur l'esprit sportif.

Nous pouvons être fiers de nombreuses réalisations dans le domaine de la lutte antidopage. Le Centre canadien sur le dopage sportif, organisme indépendant, et sa vaste campagne antidopage ont été créés. Les gouvernements fédéral, provinciaux et territoriaux sont convenus d'une politique antidopage. Une nouvelle politique canadienne relative aux infractions de dopage a été présentée. Le premier atelier national sur la lutte antidopage s'est tenu à Ottawa en décembre 1992. Nous pouvons donc affirmer que le Canada a fait des progrès dans ce domaine depuis les Jeux olympiques de Séoul et l'enquête Dubin qui a suivi.

L'infraction indique cependant que nous devons renforcer nos efforts conjoints de sensibilisation des jeunes. J'espère que nous pourrons discuter davantage de la question lors de notre prochaine réunion fédérale-provinciale-territoriale, le 9 mars, à Regina.

Le gouvernement fédéral continue de s'engager à favoriser un message et un programme antidopage vigoureux au Canada en collaboration avec les gouvernements provinciaux et territoriaux, le Centre canadien sur le dopage sportif et les organismes nationaux du sport. Ce programme doit être fondé sur des valeurs claires et sans équivoque ainsi que sur une éthique. Il doit être appuyé par des activités d'information, de sensibilisation et de dissuasion efficaces.

Je vous prie d'agréer, Messieurs, l'expression de mes sentiments les meilleurs.

Pierre H. Cadieux

tc Sous-ministres provinciaux et territoriaux

BEN JOHNSON SUSPENDU À VIE POUR CE
QUI EST DE SA PARTICIPATION AU SPORT ET
DE L'ADMISSIBILITÉ AUX FONDS
QUE VERSE LE GOUVERNEMENT
FÉDÉRAL POUR LE SPORT

LE 5 MARS 1993

VILLE DE MEXICO - Le ministre d'État à la Condition physique et au Sport amateur, l'honorable Pierre H. Cadieux, a indiqué aujourd'hui que Ben Johnson sera suspendu à vie pour ce qui est de l'admissibilité aux fonds versés par le gouvernement fédéral pour le sport et de sa participation à tout sport, dans quelque fonction que ce soit, à la suite de sa deuxième infraction en matière de dopage. Ces sanctions sont conformes à celles prévues par la Politique canadienne sur les sanctions reliées aux infractions en matière de dopage.

Le Ministre a également communiqué ses inquiétudes au Centre canadien sur le dopage sportif (CCDS), et s'attend à ce qu'un examen approfondi de cet incident, en collaboration avec Athlétisme Canada, permette de formuler des recommandations quant aux mesures à prendre par les autorités intéressées.

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Le 17 janvier 1993, au Grand Prix international d'athlétisme de Montréal, le test de dopage subi par Ben Johnson a révélé la présence de testostérone. Le laboratoire de l'Institut national de la recherche scientifique (INRS Santé) de Montréal a mené l'analyse de l'échantillon et en a rapporté les résultats aux autorités intéressées. La Fédération internationale d'athlétisme amateur (FIAA) a conclu qu'il s'agissait d'une infraction en matière de dopage.

«C'est avec un profond regret que j'ai été informé par le C.C.D.S. de cette infraction en matière de dopage, qui a été confirmée par la FIAA. Le gouvernement fédéral partage la frustration et la tristesse ressenties par plusieurs à la suite de cette annonce» a indiqué le Ministre.

Le gouvernement canadien a adopté un certain nombre de mesures visant à contrer le dopage dans le sport depuis l'incident survenu aux Olympiques de Séoul, en 1988, et l'enquête Dubin. Parmi celles-ci, mentionnons notamment la création et le financement d'un organisme indépendant, le Centre canadien sur le dopage sportif, et la mise en oeuvre d'une vaste campagne nationale contre le dopage dans le sport. Le gouvernement (Condition physique et Sport amateur) et la communauté sportive ont également mis de l'avant une nouvelle politique canadienne sur les sanctions reliées aux infractions en matière de dopage. Celle-ci est l'une des plus sévères au monde, bien qu'elle assure la protection des droits individuels.

Sur la scène internationale, le Canada est reconnu... comme un chef de file en matière d'antidopage grâce à la création et à la promotion de la Charte olympique internationale contre le dopage dans le sport et à l'établissement d'une charte antidopage à laquelle participent quatre pays, dans le but d'échanger des informations et d'évaluer mutuellement leurs programmes antidopage.

« Malgré les efforts importants consacrés à la lutte contre le dopage, il y a encore des personnes qui choisissent de violer les valeurs et les règles qui régissent la pratique du sport et qui, ce faisant, portent atteinte à l'intégrité et à la nature même du sport. Ces personnes entachent le jeu et nuisent à la sincérité et à l'engagement des dizaines de milliers d'athlètes canadiens qui pratiquent le sport avec intégrité, en respectant les règles. Ce type de comportement, et les conséquences néfastes qui en découlent pour le sport, sont inacceptables » a ajouté le Ministre Cadieux.

MEETING OF THE INTERPROVINCIAL SPORT AND RECREATION COUNCIL

RÉUNION DU CONSEIL INTERPROVINCIAL DU SPORT ET DES LOISIRS

REGINA, Saskatchewan
March 8 and 10, 1993

RÉGINA (Saskatchewan)
Les 8 et 10 mars 1993

LIST OF PUBLIC DOCUMENTS

LISTE DES DOCUMENTS PUBLICS

DOCUMENT NO. NUMÉRO DU DOCUMENT	SOURCE ORIGINE	TITLE TITRE
870-232/006	Federal	Recent Doping Infraction of Ben Johnson (Athletics)
	Fédéral	La récente infraction de dopage de Ben Johnson (Athlétisme)
870-232/015	Secretariat	List of Public Documents
	Secrétariat	Liste des documents publics

DOCUMENT: 870-242/005

MEETING OF THE INTERPROVINCIAL SPORT
AND RECREATION COUNCIL (ISRC)

The five major documents guiding the Government of Quebec's actions in the area
of sport and physical activity

Quebec



MEECH LAKE, Quebec
April 26-27, 1994

The five major documents guiding
the Government of Quebec's actions
in the area of sport and physical activity
Government of Quebec
For information: Guy Thibault, PhD, 418-643-8788

1. White paper on recreation (1979)

A DEPARTMENT

Creation of a department responsible for recreation (including sport) and development of financial assistance programs.

MUNICIPALITIES

Municipalities are responsible for development and organization of recreation (including sport).

HARMONIZATION

Fostering harmony and co-operation among partners: associations, schools, and municipal and government bodies.

2. Act respecting Safety in Sports (1979)

GOVERNMENT'S RESPONSIBILITIES

With the implementation of sports safety measures through provincial legislation, the Government, through the Régie de la sécurité dans les sports (RSSQ), now has specific responsibilities.

OBJECTIVES

To supervise personal safety and integrity in the practice of sports, reduce costs associated with sports-related injuries, and promote awareness, education and prevention.

SAFETY REGULATIONS

All provincial sports federations and unaffiliated sports bodies must adopt safety regulations and have them approved.

OTHER MAJOR ACTIVITIES

Campaigns to promote fair play, research, training, dissemination of information, technical advice and rendering of decisions on motions from appellants.

3. Quebec policy on development of excellence in sports (1984)

CLEAR OBJECTIVES

The objectives are clearly set out with regard to Quebec athletes' performance at the national level: to make up 30% of the Canadian winter and summer Olympic teams; to win the senior nationals in at least 15 sports; to win first place in 2/3 of the sports at the Canada Games.

TRANSFER OF RESPONSIBILITIES

Some responsibilities relating to the management of the development of excellence support program are transferred from the multisport organization (Société des sports du Québec) to the Department (coaching bursaries and support for implementation of federation's development of excellence plans, reflection on orientations and so on).

MEANS

The principal means selected and implemented are as follows:

1. increased support for sports clubs;
 2. support for federations in establishing their development of sports excellence plans;
 3. more extensive study of athletes' needs and performance;
 4. development of sports-studies programs (with the involvement of provincial federations and interdepartmental co-operation);
 5. increased efforts relating to training and development of coaches (appropriate use of the NCCP, establishment of the Conseil québécois des entraîneurs);
 6. promotion of increased participation by women (participants and managers).
4. Quebec sports policy (1987)

MERGERS

Merger of the Société des sports du Québec and the Société des Jeux du Québec into one organization (the Corporation Sports-Québec).

Merger of provincial and regional organizations responsible for sports in the areas of secondary, college and university education.

RESPONSIBILITIES RECOGNIZED

Provincial federations are responsible for sports development with regard to competition and excellence, and also participation and recreation plans.

EXCELLENCE

Continuation of implementation of the Quebec policy on development of sports excellence, and increased efforts relating to training and development of coaches.

HARMONIZATION AND CO-OPERATION

Fostering harmonization (associations, municipal and school bodies) through the creation of a provincial body on sports harmonization and regional harmonization mechanisms. Matching of national and provincial programs and increased emphasis on interdepartmental relations to promote co-operation.

PROGRAM EVALUATION

Reorganization and regular evaluation of the Department's sports support programs and implementation of a priority ranking system by discipline.

MATCHING

Matching of national and provincial programs.

5. Kino-Québec three-year action programs (1990-1993 and 1993-1996)

PROGRAMMING

Since 1990, activities have been conducted under the Kino-Québec program in accordance with three-year plans that apply to all the partners involved, both in terms of the different governmental and parapublic bodies involved (32 DSCs, Department of Health and Social Services and Department of Recreation, Fish and Game), and of activities for clients (such as seniors: PADOQ). These activities are consistent with the program's objectives: a multisectoral approach, co-operation and empowerment.

OBJECTIVE

The objective is to help reduce the percentage of Quebec's population that is inactive by 10% by the year 2000.

TARGET CLIENT GROUPS

Development of physical activity programs and promotional methods is conducted by committees focussing on specific client groups.

PROGRAMS

Two programs promoting physical activity have been or will soon be implemented for each of the target client groups: young people (schools and municipal programs); adults (workplace and family); and seniors aged 55 and older (autonomous and in institutions).

SUPPORT FOR EVENTS

The Department manages a program supporting popular events to promote physical activity: the program's budget is approximately \$85,000. In 1993-1994, 147 organizations received support through this program; some 90,000 persons were reached.

Direction des sports [Sports directorate]

Department of Municipal Affairs

94.04.20

Comparative Budget Data
Sports Development Programs
1992-1993, 1993-1994 and 1994-1995
(thousands of dollars)

PROGRAM ELEMENTS	1992-1993 BUDGET	1993-1994 BUDGET	1994-1995 BUDGET PROVIDED IN THE APPROPRIATION LEDGER	1994-1995 BUDGET RETAINED
Sports promotion	13,773.6	14,948.6	14,701.2	14,701.2
- Provincial organizations (operation of federations and student sports)	4,286.5	4,136.5	3,761.5	3,761.5
- Development of excellence	6,036.3	5,791.3	5,791.3	5,791.3
- Regional organizations (multisport, student sports, regional student sports associations)	890.8	890.8	890.8	890.8
- Kino-Québec	1,300	1,300	1,300	1,300
- Snowmobilers' club	-	1,160	1,287	1,287.6
- Jeux du Québec	1,185	1,595	1,532.4	1,532.4
- Other grants	75	75	137.6	137.6
Régie de la sécurité dans les sports du Québec	1,862.3	1,845.5	1,868	1,868
- Salaries	1,120.4	1,125.1	1,100.1	
- Operations	693.9	673.1	720.6	
- Capital	9.9	10	10	
- Incidental	38.1	37.3	37.9	
Tolerance level				64.8

Government of Quebec
 Department of Municipal Affairs
 Direction générale de la gestion [Management branch]

DEPARTMENT OF MUNICIPAL AFFAIRS

PROGRAM 07: DEVELOPMENT OF RECREATION, SPORTS AND OUTDOOR ACTIVITIES
 ELEMENT 05: PROGRAM CO-ORDINATION AND ORGANIZATIONAL SUPPORT
 CENTRE 7530: DIRECTION DES SPORTS [Sports directorate]
 OFFICER: JEAN-PIERRE BASTIEN

SUPER CAT	EXPENDITURE CATEGORIES	1993- 1994	1994- 1995
		DETAILED CREDITS	DETAILED CREDITS
91	REGULAR REMUNERATION	-	787,500
	RESERVES	-	-
	OVERTIME	-	-
	PREMIUMS AND ALLOWANCES	-	5,000
	01 SEVERANCE PAY	-	-
	OTHER	-	-
	SUBTOTAL	-	792,500
	REGULAR REMUNERATION	-	-
	RESERVES	-	-
	02 SEVERANCE PAY	-	-
	OTHER	-	-
	SUBTOTAL	-	-
	TOTAL, CATEGORIES 1 AND 2	-	792,500
	03 TRANSPORTATION AND COMMUNICATION SERVICES	-	155,200
	04 PROFESSIONAL ADMINISTRATIVE AND OTHER SERVICES	-	125,100
	05 MAINTENANCE AND REPAIRS	-	5,000
	06 RENTS	-	6,000
	07 FURNITURE AND SUPPLIES	-	15,000
	08 MATERIAL AND EQUIPMENT	-	6,000
	11 OTHER EXPENDITURES	-	22,300
	TOTAL, OTHER CATEGORIES	354,000	
92	08 MATERIAL AND EQUIPMENT	-	-
93	10 TRANSPORTATION EXPENSES	-	-
94	16 LOANS AND ADVANCES	-	-
STAFF			
	REGULAR AUTHORIZED STAFF	-	19
	TOTAL AUTHORIZED STAFF	-	19

Service du budget [Budget unit] (94/03/09)

DIRECTION DES SPORTS
[SPORTS DIRECTORATE]

SERVICE DE LA GESTION DES PROGRAMMES ET PROJETS
[PROGRAM AND PROJECT MANAGEMENT SECTION]
DETAILED ESTIMATES 1994-95 (TRANSFERS)

Management Centre	Programs and Projects	Credits 92-93	Actual 92-93	Credits 93-94	Credits 94-95
7211	<u>Provincial multisport organizations</u>	<u>575.0</u>	<u>575.0</u>	<u>425.0</u>	<u>425.0</u>
7212	<u>Provincial single-sport organizations</u>	<u>3,711.5</u>	<u>3,706.5</u>	<u>3,711.5</u>	<u>3,336.5</u>
	• single-sport		3,656.6		
	• disabled		50.0		
7230	<u>Regional multisport organizations</u>	<u>890.8</u>	<u>890.8</u>	<u>890.8</u>	<u>890.8</u>
7240	<u>Kino-Québec</u>	<u>1,300.0</u>	<u>1,298.9</u>	<u>1,300.0</u>	<u>1,300.0</u>
	• modules	1,050.0	1,048.9	1,050.0	1,050.0
	• communication	50.0	50.0	.0	.0
	• provincial priorities	200.0	200.0	250.0	250.0
7250	<u>Snowmobilers' clubs</u>		<u>1,156.1</u>	<u>1,287.6</u>	<u>1,287.6</u> (1)
	• maintenance of trails			588.3	
	• purchase of surfacing equipment			616.3	
	• signage			83.0	
7260	<u>Jeux du Québec</u>	<u>1,185.0</u>	<u>1,285.0</u>	<u>1,620.0</u>	<u>1,532.4</u>
	• host city	218.0	308.0	218.0	205.4
	• regional games	722.0	722.0	722.0	722.0
	• transportation	200.0	200.0	225.0(2)	150.0
	• Nouveau-Québec	30.0	30.0	30.0	30.0
	• other	15.0	25.0	15.0	15.0
	• capital assets (Granby-Sherbrooke)			410.0	410.0

(1) This amount will be adjusted as soon as we have the final figure for 1993 registrations.

(2) includes \$25,000 for the transportation fund (funded from management centre #9152)

7221	<u>Development of excellence</u>	<u>3,099.3</u>	<u>3,112.2</u>	<u>2,854.3</u>	<u>2,854.3</u>
	• support - federations (elite projects)	2,084.3		2,084.3	2,084.3
	• support - federations (Canada Games)	200.0		200.0	200.0
	• Corporation Sports-Québec	500.0		350.0	350.0
	• sports physio clinic	65.0		65.0	65.0
	• sports school - college level	50.0		50.0	50.0
	• sports school - secondary level	50.0		50.0	50.0
	• Canada Games (outfits)	70.0		0.0	0.0 (3)
	• action plan - coaches	50.0		25.0 (4)	25.0
	• Jeux de la Francophonie	30.0		30.0	30.0
(3) \$70,000 transferred to operating expenses for the mission to the Canada Games					
(4) \$25,000 transferred to operating expenses to pay for fees for CAC courses					
7222	<u>Scholarships for athletes</u>	<u>330.0</u>	<u>328.2</u>	<u>330.0</u>	<u>330.0</u>
7223	<u>Sports clubs</u>	<u>2,229.0</u>	<u>2,237.2</u>	<u>2,229.0</u>	<u>2,229.0</u>
	• provincial clubs		1,508.7	1,505.0	1,505.0
	• regional clubs		728.5	724.0	724.0
7224	<u>Special events</u>	<u>293.0</u>	<u>290.0</u>	<u>293.0</u>	<u>293.0</u>
	• défi sportif québécois (disabled sec)	10.0	5.0		
	• Coupe Excellence	----	----		
	• other events depending on standardization	283.0	285.0		
7225	<u>Public events</u>	<u>85.0</u>	<u>92.0</u>	<u>85.0</u>	<u>85.0</u>
7270	<u>Other subsidies</u>	<u>75.0</u>	<u>66.5</u>	<u>50.0</u>	<u>137.6</u>
	TOTAL	13,773.6	15,038.6	15,040.2	14,701.2

DOCUMENT: 870-242/005

**RÉUNION DU CONSEIL INTERPROVINCIAL DU SPORT
ET DES LOISIRS (CISL)**

*Les cinq principaux documents guidant l'intervention du gouvernement du Québec en matière
de sport et d'activité physique*

Québec



LAC MEECH (Québec)
Les 26 et 27 avril 1994

Les cinq principaux documents guidant
l'intervention du gouvernement du Québec
en matière de sport et d'activité physique

Gouvernement du Québec

Pour information : Guy Thibault, Ph.D., 418-643-8788

1. Le Livre blanc sur le loisir (1973)

UN MINISTÈRE

Création d'un ministère responsable du loisir (et donc du sport) et développement de programmes normés d'aide financière.

MUNICIPALITÉS

Municipalité maître-d'oeuvre du développement et de l'organisation du loisir (incluant sport).

HARMONISATION

Recherche de l'harmonie et de la concertation entre les partenaires du monde associatif, scolaire, municipal et gouvernemental.

2. La Loi sur la sécurité dans les sports (1979)

L'ÉTAT RESPONSABLE

Les mesures en matière de sécurité sportive étant adoptées par le biais de la législation provinciale, l'État, par le biais de la Régie de la Sécurité dans les Sports (RSSQ) a dorénavant des responsabilités bien définies.

BUTS

Veiller à ce que l'intégrité et la sécurité de personnes dans la pratique sportive soit assurées, diminuer les coûts associés aux blessures d'origine sportive, sensibiliser, éduquer, prévenir.

RÈGLEMENTS DE SÉCURITÉ

Tous les organismes sportifs affiliés ou non affiliés à des fédérations sportives provinciales doivent avoir et faire approuver un règlement de sécurité.

AUTRES PRINCIPALES ACTIVITÉS

Campagne de promotion de l'esprit sportif, recherche, formation, diffusion d'informations, conseils techniques et traitement de requêtes de plaignants.

3. La Politique québécoise de développement de l'excellence sportive (1984)

OBJECTIFS CLAIRS

Les objectifs sont clairement énoncés en termes de performance des athlètes québécois sur la scène canadienne: «constituer 30 % des équipes canadiennes aux jeux olympiques d'hiver et d'été», «remporter des championnats canadiens senior dans au moins 15 sports», «détenir la première place dans les 2/3 des sports aux Jeux du Canada».

TRANSFERT DE RESPONSABILITÉS

Certaines des responsabilités de gestion de programme de soutien au développement de l'excellence sont transférées de l'organisme multisport (Société des sports du Québec) au Ministère (bourses d'entraînement et soutien à la mise en œuvre des plans de développement de l'excellence des fédérations, réflexion sur les orientations, etc.)

MOYENS

Les principaux moyens qui ont été retenus et mis en œuvre:

1. intensification du soutien aux clubs sportifs;
2. soutien aux fédérations dans l'élaboration de leur plan de développement de l'excellence sportive;
3. étude élargie des besoins des athlètes et de leurs performances;
4. développement de Programmes Sports-Études (avec implication des fédérations provinciales et concertation interministérielle);

5. intensification des efforts en formation et en perfectionnement des entraîneurs (exploitation judicieuse du PNCE, création du Conseil québécois des entraîneurs);
 6. incitation à la participation accrue des femmes (participantes et cadres).
4. La Politique du sport au Québec (1987)

FUSIONS

Fusion de la Société des sports du Québec et de la Société des Jeux du Québec en un seul organisme (la Corporation Sports-Québec).

Fusion des organismes provinciaux et régionaux responsables du sport en milieu d'éducation au secondaire, au collégial et au niveau universitaire.

RESPONSABILITÉS RECONNUES

Fédérations provinciales responsables du développement des sports aux plans de la compétition et de l'excellence, mais également aux plans de l'initiation et de la récréation.

EXCELLENCE

Poursuite de la mise en oeuvre de la Politique québécoise de développement de l'excellence sportive et intensification des efforts en matière de formation et de perfectionnement des entraîneurs.

HARMONISATION ET CONCERTATION

Favoriser l'harmonisation (milieux associatif, municipal et scolaire) par la création de la Table provinciale d'harmonisation en sports et des mécanismes régionaux d'harmonisation. Arrimer les programmes québécois aux programmes canadiens et accentuer les relations interministérielles pour favoriser la concertation.

ÉVALUATION DE PROGRAMMES

Réorganisation et évaluation régulière des programmes de soutien en sport du Ministère et mise en application d'un système de rangement prioritaire des disciplines.

ARRIMAGE

Arrimage des programmes québécois aux programmes canadiens.

5. Les programmes d'action triennaux de Kino-Québec (1990-1993 et 1993-1996)

PROGRAMMATION

Depuis 1990, les activités menées dans le cadre du programme Kino-Québec sont guidées par des plans triennaux qui sont conçus par l'ensemble des partenaires impliqués, tant au plan gouvernemental et para-gouvernemental (32 DSC, MSSS et MLCP) qu'au plan de l'action auprès des clientèles (p. ex. pour les aînés: la PADOQ). Ces activités sont cohérentes avec les mots d'ordre du programme: multisectorialité, concertation et prise en charge.

OBJECTIF

L'objectif est de contribuer à diminuer le pourcentage de la population non active au Québec de 10 % d'ici l'an 2000.

CLIENTÈLES CIBLES

Le développement des programmes d'activité physique et des moyens de promotion s'effectue par des comités centrés sur des clientèles spécifiques.

PROGRAMMES

Deux programmes de promotion de l'activité physique sont mis en oeuvre ou sur le point de l'être pour chacune des clientèles ciblées: jeunes (milieux scolaire et municipal), adultes (en milieu de travail et via la famille), aînés de 55 ans et plus (autonomes et «en institution»).

SOUTIEN AUX ÉVÈNEMENTS

Le Ministère gère un programme de soutien à l'organisation d'événements à caractère populaire et visant la promotion de l'activité physique: budget d'environ 85 000 \$, 147 organismes soutenus en 1993-1994, environ 90 000 personnes touchées.

Direction des sports
Ministère des Affaires municipales
94.04.20

Données budgétaires comparativesProgrammes de développement du sport1992-1993, 1993-1994 et 1994-1995en milliers de dollars

ÉLÉMENTS DE PROGRAMME	BUDGET 1992-1993	BUDGET 1993-1994	BUDGET PRÉVU AU LIVRE DES CRÉDITS 1994-1995	BUDGET RETENU 1994-1995
Promotion du sport	13 773,6	14 948,6	14 701,2	14 701,2
- Organismes provinciaux (fonctionnement des fédérations + sport étudiant)	4 286,5	4 136,5	3 761,5	3 761,5
- Développement de l'excellence	6 036,3	5 791,3	5 791,3	5 791,3
- Organismes régionaux (multi-sports, sport étudiant, associations régionales du sport étudiant)	890,8	890,8	890,8	890,8
- Kino-Québec	1 300,0	1 300,0	1 300,0	1 300,0
- Club de motoneigistes	—	1 160,0	1 287,6	1 287,6
- Jeux du Québec	1 185,0	1 595,0	1 532,4	1 532,4
- Autres subventions	75,0	75,0	137,6	137,6
Régie de la sécurité dans les sports du Québec	1 862,3	1 845,5	1 868,0	1 868,0
- Traitement	1 120,4	1 125,1	1 100,1	
- Fonctionnement	693,9	673,1	720,6	
- Capital	9,9	10,0	10,0	
- Occasionnels	38,1	37,3	37,9	
Marge de manœuvre				64,8

94.04.12



MINISTÈRE DES AFFAIRES MUNICIPALES

PROGRAMME 07: DÉVELOPPEMENT DU LOISIR, DES SPORTS ET DU PLEIN AIR

ÉLÉMENT 05: COORDINATION DU PROGRAMME ET SOUTIEN ORGANISATIONNEL

CENTRE 7530: DIRECTION DES SPORTS

RESPONSABLE: JEAN-PIERRE BASTIEN

SUPER CAT	CATÉGORIES DE DÉPENSES	1993-1994 CRÉDITS DÉTAILLÉS	1994-1995 CRÉDITS DÉTAILLÉS
91	RÉMUNÉRATION RÉGULIÈRE	-	787 500
	RÉSERVE	-	-
	SURTEMPS	-	-
	PRIMES ET ALLOCATIONS	-	5 000
	01 GRATIFICATIONS DÉPART EMPLOYÉS	-	-
	AUTRES	-	-
	SOUS-TOTAL	-	792 500
	RÉMUNÉRATION RÉGULIÈRE	-	-
	RÉSERVE	-	-
	02 GRATIFICATIONS DÉPART EMPLOYÉS	-	-
	AUTRES	-	-
	SOUS-TOTAL	-	-
	TOTAL CATÉGORIES 01 ET 02	-	792 500
91	03 SERVICES DE TRANSPORT ET DE COMMUNICATION	-	155 200
	04 SERVICES PROFESSIONNELS ADMINISTRATIFS ET AUTRES	-	125 100
	05 ENTRETIEN ET RÉPARATION	-	5 000
	06 LOYERS	-	6 000
	07 FOURNITURES ET APPROVISIONNEMENTS	-	15 000
	08 MATÉRIEL ET ÉQUIPEMENT	-	6 000
	11 AUTRES DÉPENSES	-	22 300
	TOTAL AUTRES CATÉGORIES	354 000	
92	08 MATÉRIEL ET ÉQUIPEMENT	-	-
93	10 DÉPENSES DE TRANSFERT	-	-
94	16 PRETS ET AVANCES	-	-
		-	

EFFECTIF		
EFFECTIF RÉGULIER AUTORISÉ	-	10 19
EFFECTIF TOTAL AUTORISÉ	-	10 19

1994-03-15

DIRECTION DES SPORTS

SERVICE DE LA GESTION DES PROGRAMMES ET PROJETS
PRÉVISIONS BUDGÉTAIRES DÉTAILLÉES 1994-95 (TRANSFERTS)

Centre gestion	Programmes et projets	Crédits 92-93	Réels 92-93	Crédits 93-94	Crédits 94-95
7211	<u>Organismes provinciaux multisports</u>	<u>575.0</u>	<u>575.0</u>	<u>425.0</u>	<u>425.0</u>
7212	<u>Organismes provinciaux unisport</u>	<u>3 711.5</u>	<u>3 706.5</u>	<u>3 711.5</u>	<u>3 336.5</u>
	. unisport		3 656,6		
	. handicapé		50,0		
7230	<u>Organismes régionaux multisports</u>	<u>890.8</u>	<u>890.8</u>	<u>890.8</u>	<u>890.8</u>
7240	<u>Kino-Québec</u>	<u>1 300.0</u>	<u>1 298.9</u>	<u>1 300.0</u>	<u>1 300.0</u>
	. modules	1 050,0	1 048,9	1 050,0	1 050,0
	. communication	50,0	50,0	0	0
	. priorités provinciales	200,0	200,0	250,0	250,0
7250	<u>Clubs de motoneigistes</u>		<u>1 156.1</u>	<u>1 287.6</u>	<u>1 287.6(1)</u>
	. entretien sentiers			588,3	
	. achat surfaceuses			616,3	
	. signalisation			83,0	
(1) Ce montant sera ajusté dès que nous aurons le chiffre final des immatriculations 1993					
7260	<u>Jeux du Québec</u>	<u>1 185.0</u>	<u>1 285.0</u>	<u>1 620.0</u>	<u>1 532.4</u>
	. ville hôte	218,0	308,0	218,0	205,4
	. jeux régionaux	722,0	722,0	722,0	722,0
	. transport	200,0	200,0	225,0(2)	150,0
	. Nouveau-Québec	30,0	30,0	30,0	30,0
	. autres	15,0	25,0	15,0	15,0
	. immobilisations (Granby-Sherbrooke)			410,0	410,0

(2) dont 25,0 \$ pour le fond du transport (financé à partir du c.g. #9152)

7221	<u>Développement de l'excellence</u>	<u>3 099.3</u>	<u>3 112.2</u>	<u>2 854.3</u>	<u>2 854.3</u>
	. soutien fédérations: projets élite	2 084,3		2 084,3	2 084,3
	. soutien fédérations: Jeux du Canada	200,0		200,0	200,0
	. Corporation Sports-Québec	500,0		350,0	350,0
	. Clinique physio du sport	65,0		65,0	65,0
	. école sport-études collégial	50,0		50,0	50,0
	. école sport-études secondaire	50,0		50,0	50,0
	. Jeux du Canada (costumes)	70,0		0,0	0,0(3)
	. plan d'action entraîneurs	50,0		25,0(4)	25,0
	. Jeux de la Francophonie	30,0		30,0	30,0

(3) 70,0 \$ virés en fonctionnement pour la Mission aux Jeux du Canada

(4) 25,0 \$ virés en fonctionnement pour payer les inscriptions à l'A.C.E.

7222	<u>Bourses aux athlètes</u>	<u>330.0</u>	<u>328.2</u>	<u>330.0</u>	<u>330.0</u>
7223	<u>Clubs sportifs</u>	<u>2 229.0</u>	<u>2 237.2</u>	<u>2 229.0</u>	<u>2 229.0</u>
	. clubs provinciaux		1 508,7	1 505,0	1 505,0
	. clubs régionaux		728,5	724,0	724,0
7224	<u>Événements spéciaux</u>	<u>293.0</u>	<u>290.0</u>	<u>293.0</u>	<u>293.0</u>
	. défi sportif québécois (sec. hand)	10,0	5,0		
	. Coupe Excellence	----	----		
	. autres événements selon normalisation	283,0	285,0		
7225	<u>Événements de masse</u>	<u>85.0</u>	<u>92.0</u>	<u>85.0</u>	<u>85.0</u>
7270	<u>Autres subventions</u>	<u>75.0</u>	<u>66.5</u>	<u>50.0</u>	<u>137.6</u>

TOTAUX 13 773,6 15 038,6 15 040,2 14 701,2

DOCUMENT: 870-242/020

**MEETING OF THE INTERPROVINCIAL SPORT
AND RECREATION COUNCIL (ISRC)**

Research Plan for Active Living

Canadian Fitness and Lifestyle Research Institute



MEECH LAKE, Quebec
April 26-27, 1994

RESEARCH PLAN FOR ACTIVE LIVING

Guiding Principles for Research

- Ongoing research is essential for the development of the knowledge base for active living.
- All types and disciplines of research are valued.
- All Canadians should benefit from the overall knowledge base
- All stakeholders are important and contribute to the research process.
- There is shared responsibility for leadership, creation, communication and use of knowledge among all groups
- Shared commitment is the key to success of the research on active living in Canada.

Priorities for Action

In every consultation meeting, short-term priorities for implementation were identified. The following needs were cited in at least half of the consultation meetings. The needs are listed by the frequency with which they were cited, and this order was validated at the fall assembly.

1. document costs, benefits and impact of active living approaches on key social issues from a client perspective --politicians, decision makers and individuals-- describing behaviour patterns and benefits for various groups and related to health care costs, economic benefits, crime prevention, social services, quality of life, unemployment, education (national and regional, various groups)
2. develop a statistical database for trend information--national/provincial/territorial./local levels--using standardized instrumentation with flexibility to customize, and building on existing studies.
3. develop a standard evaluation framework which can be implemented organization by organization and project by project --based on standardized indicators of effectiveness, which is adaptable and pertinent at each level, with core items and the flexibility to add customized items
4. initiate program research to understand the determinants and best strategies and approaches for reaching various groups, including cultural groups, various population sub-groups and groups such as those with type II diabetes

Next Steps

1. Under the aegis of the Canadian Fitness and Lifestyle Research Institute and in conjunction with or approval by the Committee of Stewards, initiate a round table for developing the implementation plan for the research priorities.

Purpose:

- to clarify the priorities of the research plan from an operational point of view — for example, to determine which of the impacts of active living should be investigated first.
- to provide a link to Active Living Canada for accountability to the community.

Issue:

How would the Interprovincial Sport and Recreation Council prefer to provide input to the research working group, by direct membership or by some other mechanism?





- Mission** To enhance the well-being of Canadians. The Institute is recognized as the research arm of the active living community and takes a benefits-driven and needs-based approach to research. It encourages a broad continuum of high quality, multi-sectoral research on active living; interprets the findings; and communicates the knowledge to professionals, policy-makers, and individual Canadians.
- Structure** The Canadian Fitness and Lifestyle Research Institute is an incorporated Registered Charity directed by volunteers representing organizations in active living and public health:
- | | |
|--|---|
| Active Living Canada | Canadian Society for Exercise Physiology |
| Canadian Council of University Physical Education Administrators | Fitness Canada |
| Canadian Medical Association | Interprovincial Sport and Recreation Council |
| Canadian Parks/Recreation Association | Société canadienne pour l'apprentissage psychomoteur et la psychologie sportive |
| Canadian Public Health Association | Members-at-large |
- Highlights**
- | | |
|----------------|--|
| September 1980 | incorporated as 99488 Association Canada Inc |
| February 1981 | launched the Canada Fitness Survey, resulting in 7 major reports and a series of 72 fact sheets. This is an internationally recognized survey sparking studies on physical activity and fitness in other countries. |
| November 1985 | launched the Employee Fitness Survey providing baseline data on corporate workplace programs |
| December 1985 | transformed into the Canadian Fitness and Lifestyle Research institute, based on consultations with national organizations, scholarly community, federal and provincial governments |
| April 1986 | launched the Research Contributions Program, resulting in over 100 projects answering questions related to planning, promotion, program development and evaluation; and targeted to women, youth, seniors, employees, persons with disabilities and the general population. |
| February 1988 | launched The Campbell Survey on Well-Being -an internationally acclaimed longitudinal study that was multi-sectoral in design and based on current theoretical models. |
| April 1989 | in partnership with Fitness Canada, launched a nationwide consultation resulting in the "Framework for Research on Active Living" |
| January 1991 | launched the Research File for professionals and a series of articles in community newspapers for the general public |
| March 1992 | launched the National Workplace Survey on corporate health promotion and active living, in partnership with 8 provincial governments, Fitness Canada and Health Promotion in the Workplace, Health Canada. This survey has resulted in one report published to date and one that is forthcoming. |
| September 1993 | launched a nationwide consultation on community-based needs for research. The resulting plan identifies information and research gaps and identifies the top four priorities for action. |

DOCUMENT: 870-242/020

RÉUNION DU CONSEIL INTERPROVINCIAL DU SPORT
ET DES LOISIRS (CISL)

Rapport de consultation sur la recherche pour
une vie active

Institut canadien de la recherche sur la
condition physique et le mode de vie



LAC MEECH (Québec)
Les 26 et 27 avril 1994

Rapport de consultation sur la recherche

Principes directeurs de la recherche

- Une recherche continue est essentielle au développement des connaissances de base pour une vie active.
- Tous les types de recherche et toutes les disciplines de la recherche sont valorisés.
- Toutes les Canadiennes et tous les Canadiens devraient profiter de la base de connaissances de générales.
- Tous les partenaires sont importants et contribuent à la recherche.
- Tous les groupes partagent les responsabilités au niveau du leadership, de la création, de la communication et de l'utilisation des connaissances.
- L'engagement commun est la clé du succès de la recherche sur la vie active au Canada.

Priorités d'action

Les priorités à court terme de la mise en oeuvre ont été identifiées lors de chacune des consultations. Les besoins suivants ont été mentionnés dans au moins la moitié des réunions de consultation. Les besoins sont présentés en ordre de fréquence de mention. Cet ordre a été approuvé par tous les membres de l'Assemblée d'automne.

- 1 Justifier les coûts, les avantages et l'impact de l'approche à la vie active sur les principales questions d'ordre social, de la perspective du client --politiciens, décisionnaires et individus -- en décrivant les comportements et les avantages pour les différents groupes relativement aux coûts des soins de la santé, aux avantages économiques, à la prévention de la criminalité, aux services sociaux, à la qualité de vie, au chômage, à l'éducation (nationale et régionale, divers groupes).
- 2 Créer une base de données statistiques fournissant de l'information sur les tendances -- niveaux national/provincial/territorial/local -- à l'aide d'instruments normalisés ayant la polyvalence nécessaire pour s'adapter à des besoins précis et travailler à partir d'études existantes.
- 3 Élaborer une structure d'évaluation normalisée qui peut être utilisée dans les différentes organisations et pour différents projets -- fondée sur des indicateurs normalisés d'efficacité, adaptable et pertinente aux différents niveaux et possédant des points de base et la souplesse nécessaire pour ajouter des points qui répondent au besoin de l'utilisateur.
- 4 Entreprendre un programme de recherche afin de comprendre les déterminants et les meilleures stratégies et approches pour atteindre les différents groupes cibles, y compris les groupes culturels, les sous-groupes de population et les groupes tels que les personnes atteintes du diabète de type II.

Prochaines étapes

- 1 Créer une table ronde pour élaborer le plan de mise en oeuvre des priorités de la recherche, sous l'égide de l'Institut canadien de la recherche sur la condition physique et le mode de vie, et conjointement avec le comité des responsables ou avec son approbation.



- Février 1988 Lancement de l'Enquête Campbell sur le mieux-être, une étude longitudinale reconnue à l'échelle internationale, conçue grâce à la collaboration de représentants de nombreux secteurs d'activités et fondée sur des modèles théoriques actuels.
- Avril 1989 Lancement d'une consultation nationale qui a permis d'établir le «Cadre de recherche sur "La vie active"» en collaboration avec Condition physique Canada.
- Janvier 1991 Lancement du *Dossier de la recherche* à l'intention des professionnels et d'une série d'articles pour le grand public dans les journaux communautaires.
- Mars 1992 Lancement du Sondage canadien en milieu de travail portant sur la promotion de la santé et de la vie active dans les entreprises, en collaboration avec huit gouvernements provinciaux, Condition physique Canada et la Direction de la promotion de la santé en milieu de travail de Santé Canada. À ce jour, ce sondage a donné lieu à la publication d'un rapport; un autre rapport suivra sous peu.
- Septembre 1993 Lancement d'une consultation nationale pour connaître les besoins de recherche des collectivités. Le plan établi à la suite des consultations identifie les lacunes au niveau de l'information et de la recherche, et identifie les quatre priorités de recherche.



**Canadian Fitness and Lifestyle
Research Institute**
Institut canadien de la recherche sur
la condition physique et le mode de vie

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Mission

L'Institut canadien de la recherche sur la condition physique et le mode de vie a pour mission d'améliorer le bien-être des Canadiens et Canadiennes. En sa qualité d'organisme de recherche de la collectivité de la vie active, l'Institut favorise une approche axée sur les avantages et les besoins. Il encourage la réalisation d'une vaste gamme de recherches multisectorielles de haute qualité sur la vie active, il synthétise et interprète les connaissances ainsi obtenues, et il les diffuse auprès de spécialistes, de décideurs et de membres de la population canadienne.

Structure

Reconnu comme organisme à but non lucratif, l'Institut canadien de la recherche sur la condition physique et le mode de vie est dirigé par des bénévoles provenant d'organismes en vue dans les domaines de la vie active et de la santé publique:

Vie active Canada	Société canadienne de physiologie
Condition physique Canada	de l'exercice
Conseil canadien des administrateurs	Conseil interprovincial du sport et
universitaires en éducation physique	des loisirs
Association médicale canadienne	Société canadienne pour
Association canadienne des parcs/loisir	l'apprentissage psychomoteur
Association canadienne de santé publique	et la psychologie sportive
	Membres à titre particulier

Faits saillants

Septembre 1980	Constitué en société sous l'appellation d'Association 99488 Canada Inc.
Février 1981	Lancement de l'Enquête condition physique Canada qui a donné lieu à la production de 7 importants rapports et 72 feuillets de renseignements. Il s'agit d'un sondage reconnu à l'échelle internationale qui a incité d'autres pays à mener des recherches sur l'activité physique et la condition physique de leur population.
Novembre 1985	Lancement de l'enquête sur la condition physique dans les entreprises qui a permis de recueillir des données de base sur les programmes en milieu de travail.
Décembre 1985	Devenu l'Institut canadien de la recherche sur la condition physique et le mode de vie à la suite de consultations avec des organisations nationales, des établissements d'enseignement et les gouvernements fédéral et provinciaux.
Avril 1986	Lancement du Programme de contributions à la recherche qui a donné lieu à plus de 100 projets visant à répondre à des questions sur la planification, la promotion, l'élaboration et l'évaluation de programmes; ces projets visaient les femmes, les jeunes, les personnes âgées, les employés, les personnes ayant un handicap et le grand public.



DOCUMENT: 870-242/022

MEETING OF THE INTERPROVINCIAL
SPORT AND RECREATION COUNCIL
(ISRC)

RÉUNION DU CONSEIL
INTERPROVINCIAL DU SPORT
ET DES LOISIRS (CISL)

Sport and Recreation Policy
for New Brunswick

Politique sur le sport
et les loisirs pour le
Nouveau-Brunswick

New Brunswick

Nouveau-Brunswick



MEECH LAKE, Quebec
April 26-27, 1994

LAC MEECH (Québec)
Les 26 et 27 avril 1994

**Sport and
Recreation
Policy for
New Brunswick**

**Politique sur
le sport et
les loisirs pour le
Nouveau-Brunswick**



SPORT AND RECREATION POLICY FOR NEW BRUNSWICK

Fundamental to this policy statement is the belief that sport and recreation provide critical foundations for the quality of life and well-being that makes New Brunswick unique. Sport and recreation are recognized as being essential to the health and well-being of individual citizens and New Brunswick communities. Sport and recreation activities have far reaching personal, social, economic and environmental benefits.

This policy provides a foundation, a series of principles, upon which New Brunswick's amateur sport and recreation system is based. It should be a guide for the many partners who, separately and together, provide sport and recreation opportunities for the citizens of New Brunswick. All partners in the sport and recreation delivery system are encouraged to adopt and follow it.

Recreation is defined, and is generally recognized as being, "all those things that a person or group chooses to do in order to make their leisure time more interesting, more enjoyable, and more personally satisfying". (Definition approved by Provincial/Territorial Ministers of Sport and Recreation).

Sport is a particular form of recreation. It is characterized as a physical activity involving large muscle groups, requiring mental preparation and strategic methods and whose outcome is determined by skill not chance. It occurs in an amateur, organized, structured and competitive environment in which a winner is declared.

Both sport and recreation activities normally take place in one's leisure time, sometimes in an organized environment and sometimes not; sometimes alone and sometimes with others, sometimes in a special facility and sometimes not. Activities are many and varied - from youth sports to high level sport events to recreational walking to playground activities to arts and crafts and many more.

POLITIQUE SUR LE SPORT ET LES LOISIRS DU NOUVEAU-BRUNSWICK

Cet énoncé de politique repose sur un élément fondamental, soit la conviction que le sport et les loisirs constituent la base essentielle à la qualité de vie et au bien-être qui rend le Nouveau-Brunswick unique. Le sport et les loisirs sont reconnus comme étant essentiels à la santé et au mieux-être des citoyens et des collectivités du Nouveau-Brunswick. Les activités sportives et récréatives offrent des avantages environnementaux, économiques, sociaux et personnels à long terme.

La présente politique établit une base et un ensemble de principes sur lesquels le réseau des loisirs et de sport amateur du Nouveau-Brunswick est fondé. Elle devrait servir de guide aux nombreux partenaires qui, individuellement et collectivement, offrent des occasions sportives et récréatives aux citoyens du Nouveau-Brunswick. Tous les partenaires du réseau de sport et de loisirs sont encouragés à adopter et à respecter cette politique.

Les loisirs sont définis, et généralement reconnus, comme « toutes ces choses qu'une personne ou un groupe fait pour rendre plus intéressant, agréable et satisfaisant son temps de loisir ». (Définition approuvée par les ministres provinciaux et territoriaux du sport et des loisirs)

Le sport est une forme particulière de loisir. Il s'agit d'une activité physique qui comporte l'utilisation de groupes de muscles, la préparation mentale et l'emploi de méthodes stratégiques, et dont les résultats sont déterminés par les compétences, non pas le hasard. Le sport est pratiqué dans un milieu amateur, organisé, structuré et compétitif où on déclare un gagnant.

Les activités sportives et récréatives ont habituellement lieu pendant les moments de loisirs, dans un milieu structuré ou non structuré; individuellement ou collectivement; dans une installation particulière ou autre. Les activités sont nombreuses et variées - sport chez les jeunes, événements sportifs de haut calibre, marche récréative, activités de terrain de jeux, arts et artisanat et bien d'autres.

Ensuring and providing opportunities for sport and recreation activity lies with many partners: governments, schools and universities, volunteer organizations, the private sector and individuals themselves. The delivery system is a complex network of these partners, each with important roles to play. The following principles and roles are intended to guide all partners in that delivery system

Les possibilités sportives et récréatives relèvent de nombreux partenaires : gouvernements, écoles et universités, organismes bénévoles, secteur privé et particuliers. Le réseau de prestation est un regroupement complexe de ces partenaires, dans lequel chacun joue un rôle important. Les principes et les rôles suivants servent à orienter tous les partenaires du réseau de prestation.

STATEMENT OF PRINCIPLES

Fundamental Principles

- Statement 1: Sport and recreation are essential public services which respond to our citizens' rights to physical activity, play and other leisure activities.
- Statement 2: Sport and recreation are valued for their contribution to our individual and community quality of life, to personal and family health and well being, and to our culture and heritage.
- Statement 3: All citizens, should have equitable, barrier free access to a broad range of quality sport and recreation activities.
- Statement 4: Sport and recreation services in New Brunswick will be delivered in an equitable manner which respects the spirit of provincial legislation concerning the two official languages.
- Statement 5: The practice of sport and recreation must be based on principles which are of a high standard and reflect the values and ethics of the citizens of New Brunswick.
- Statement 6: Volunteers should be valued, recognized and supported for their commitment to serve our citizens through sport and recreation programs.
- Statement 7: Leadership in the sport and recreation system is shared, cooperative in spirit, responds to an ever changing sport and recreation environment and based on mutual "trust and respect".
- Statement 8: The partners, individually and together, should provide sport and recreation activities which are safe, healthy and at a level consistent with the ability, desire and commitment of the participants.
- Statement 9: The pursuit of excellence in all its forms should be recognized and supported at all levels.

ÉNONCÉ DE PRINCIPES

Principes fondamentaux

- Énoncé 1 : Le sport et les loisirs sont des services publics essentiels qui répondent au droit de nos citoyens à une activité physique, à des activités de divertissement et à d'autres activités de loisirs.
- Énoncé 2 : On apprécie le sport et les loisirs parce qu'ils contribuent à notre qualité de vie personnelle et communautaire, à notre santé et à notre mieux-être personnel et à ceux de la famille, à notre culture et à notre patrimoine.
- Énoncé 3 : Tous les citoyens devraient avoir facilement et équitablement accès à une gamme variée d'activités récréatives et sportives de qualité.
- Énoncé 4 : Les services de sport et de loisirs au Nouveau-Brunswick seront offerts équitablement, en respectant l'esprit de la loi provinciale relative aux deux langues officielles.
- Énoncé 5 : La pratique du sport et des loisirs doit être basée sur des principes d'une norme élevée et elle doit refléter les valeurs et l'éthique des citoyens du Nouveau-Brunswick.
- Énoncé 6 : Les bénévoles devraient être valorisés, reconnus et appuyés pour leur détermination à offrir à nos citoyens des programmes de sports et de loisirs.
- Énoncé 7 : Le leadership dans le réseau sportif et récréatif repose sur le partage et un esprit de collaboration, répond aux besoins d'un milieu récréatif et sportif qui change constamment et est basé sur la confiance et le respect mutuels.
- Énoncé 8 : Les partenaires, individuellement et collectivement, devraient offrir des activités de sport et de loisirs qui sont saines et sécuritaires et dont le niveau correspond à l'aptitude, au désir et à l'engagement des participants.
- Énoncé 9 : La poursuite de l'excellence, sous toutes ses formes, devrait être reconnue et appuyée à tous les niveaux.

Operational Principles:

Statement 10: There should be a reasonable balance in the financing of sport and recreation by all taxpayers (through the three levels of government), volunteer organizations, participating individuals and families, private sector and institutions, such that all citizens have equitable opportunities to participate regardless of one's ability to pay.

Statement 11: Quality programs in health, recreation and daily physical activity in our schools are essential for the development of knowledge, attitudes and skills, which foster life long participation in sport and recreation activities.

Statement 12: The sport and recreation system is recognized as a complex network of partners who work both independently and collectively to develop and deliver services which meet participant needs. Partners are those individuals or groups who have interests, in and responsibility for, program delivery within the system. They are: individuals, volunteer sport and recreation organizations, three levels of government, educational institutions, the private sector, service clubs, agencies and, in a unique way, the media.

Statement 13: Demographic, geographic and cultural differences and regional disparities should be recognized province wide. Partners within geographic regions should acknowledge the benefits of cooperating, jointly planning and financially supporting programs and facilities for sport and recreation services.

Statement 14: Sport and recreation policies including this one should be developed and subsequently updated on a regular basis by an agreed upon procedure involving the partners.

Principes de fonctionnement

Énoncé 10 : Un équilibre raisonnable devrait être établi dans le financement du sport et des loisirs par tous les contribuables (par l'entremise des trois paliers de gouvernement), les organismes bénévoles, les particuliers et les familles participants, le secteur privé et les institutions, afin que chaque citoyen puisse participer, quelle que soit son aptitude à payer.

Énoncé 11 : Des programmes de qualité dans les domaines de la santé, des loisirs et de l'activité physique quotidienne dans nos écoles sont essentiels au développement de connaissances, d'attitudes et d'aptitudes qui favorisent la participation continue aux activités sportives et récréatives.

Énoncé 12 : Le réseau de sport et de loisirs est reconnu comme un regroupement complexe de partenaires qui veulent, individuellement et collectivement, élaborer et offrir des services qui répondent aux besoins des participants. Les partenaires sont des personnes ou des groupes qui s'intéressent à la prestation des programmes au sein du réseau et qui en ont la responsabilité. Il s'agit de particuliers, d'organismes bénévoles de sport et de loisirs, des trois paliers de gouvernement, des établissements d'enseignement, d'intervenants du secteur privé, des clubs de service, des organismes et, d'une façon unique, des médias.

Énoncé 13 : Les différences démographiques, géographiques et culturelles ainsi que les disparités régionales devraient être reconnues dans l'ensemble de la province. À l'intérieur des régions géographiques, les partenaires devraient reconnaître les avantages de la collaboration, de la planification conjointe et du soutien financier aux programmes et aux installations pour les services de sport et de loisirs.

Énoncé 14 : Les politiques sur le sport et les loisirs, y compris la présente politique, devraient être élaborées et mises à jour régulièrement, selon un processus convenu entre les partenaires.

APPENDIX - ROLES OF MAJOR PLAYERS

Role of Provincial Government

The Department of Municipalities, Culture and Housing plays the lead role on behalf of the Provincial government regarding sport and recreation. Its main roles are:

1. visionary leadership - working with the field to develop vision, related policy and support programs; coordinating and managing the 'big picture'.
2. financial support - for organizational development, volunteer leadership training, participation encouragement, pursuit of excellence also providing limited financial assistance to municipalities for the construction/improvement of facilities.
3. consultation and facilitation - serving as a catalyst and coach as partners are challenged to meet expanding needs in an ever-changing environment
4. leadership development - encouraging, training and supporting the volunteers and professionals who play a key role in the delivery of safe, healthy sport and recreation programs which are consistent with the needs and abilities of all participants.
5. research and program development - investing in innovation and demonstrating new and improved approaches to programs, facilities, service delivery and management.
6. information provision - combining modern information technology with the data and expertise from the field to inform decision makers, service providers and consumers - monitoring, measuring and sharing the latest information, insights and experiences.
7. promotion and marketing - advocating for the benefits of participation in recreation and sport, and promoting "active living" .
8. strategic alliances - building strong, functional links with related fields (e.g. health, social service, justice, education and tourism), encouraging and demonstrating partnerships that combine limited resources to enhance service to both participant and public.

ANNEXE - RÔLES DES PRINCIPAUX PARTENAIRES

Rôle du gouvernement provincial

Le ministère des Municipalités, de la Culture et de l'Habitation joue un rôle de premier plan, au nom du gouvernement provincial, dans le domaine du sport et des loisirs. Ses principales tâches sont les suivantes :

1. leadership visionnaire - travailler en collaboration avec les intervenants du domaine afin d'établir une vision, une politique connexe et des programmes de soutien; coordonner et gérer la vision globale;
2. soutien financier - pour le développement organisationnel, la formation des bénévoles en leadership, l'encouragement à la participation, la poursuite de l'excellence et un appui financier limité aux municipalités pour la construction / l'amélioration des installations;
3. consultation et facilitation - servir de catalyseur et d'entraîneur pour aider les partenaires qui ont le défi de répondre à des besoins accrus dans un environnement qui change constamment;
4. développement en leadership - encourager, former, et appuyer les bénévoles et les professionnels qui jouent un rôle clé dans la prestation de programmes sécuritaires de sport et de loisirs adaptés aux besoins et aux aptitudes de tous les participants;
5. recherche et développement en matière de programmes - investir dans l'innovation et présenter des approches améliorées et nouvelles aux programmes, aux installations, à la prestation des services et à la gestion;
6. communication de l'information - réunir la technologie de l'information moderne avec les données et les compétences régionales afin d'aviser les preneurs de décisions, les fournisseurs de services et les consommateurs - surveiller, mesurer et partager l'information, les expériences et les connaissances actuelles;
7. promotion et marketing - promouvoir les avantages de la participation au sport et aux loisirs, et faire valoir la vie active;
8. alliances stratégiques - bâtir des liens fonctionnels solides avec les domaines connexes (par exemple santé, service social, justice, éducation et tourisme), encourager et valoriser le partenariat qui regroupe des ressources limitées afin d'améliorer les services dispensés aux participants et au public;

9. cooperation with other partners - working with other partners to avoid gaps and duplication and helping develop a coordinated, efficient and effective sport and recreation delivery system.
10. barrier breaking - aggressively identifying and helping to remove obstacles that hinder equitable participation.
11. managing special projects and programs best delivered on a regional or provincial scale (e.g. Games, , National Coaching Certification Program, Active Living).
12. representing New Brunswick - providing a common voice in national and international discussions regarding sport and recreation.

Role of Municipalities:

Municipal governments are the governments closest to the people. They have the ability to respond more flexibly, more quickly and more effectively in meeting the sport and recreation needs of their citizens and communities. For this reason, municipalities are recognized as the level of government which is primarily responsible for the direct provision of sport and recreation programs and services. The basic role of a municipality is to ensure a broad range of sport and recreation opportunities is available for all citizens. These opportunities will be consistent with community needs and interests, and the availability of resources.

The primary roles of municipalities include:

1. establishing a recreation authority to serve as the focus for the provision of community sport and recreation opportunities, with clearly defined purposes, budgets, programs and services and establishing the broad mission and policies within which all programs/organizations operate.
2. information and resources - being continually aware of all relevant community resources and recreation opportunities, and making this information available to the public.
3. program and service incentives - providing incentives and services in support of programs which develop in response to identified needs (incentives such as leadership training, program information, facilities, etc.).

9. collaboration avec d'autres partenaires - travailler en collaboration avec d'autres partenaires pour éviter les écarts et les chevauchements de services, et collaborer à la mise sur pied d'un réseau de sport et de loisirs coordonné efficace et efficient;
10. élimination des barrières - définir les obstacles à une participation équitable et collaborer à leur élimination;
11. gestion des projets et des programmes spéciaux qui sont mieux offerts sur une base régionale et provinciale (jeux, Programme national de certification des entraîneurs, Vie active);
12. porte-parole du Nouveau-Brunswick - devenir le porte-parole dans les discussions nationales et internationales sur le sport et les loisirs.

Rôle des municipalités

Les administrations municipales sont le palier de gouvernement le plus près des gens. Elles sont en mesure de répondre avec plus de souplesse, de rapidité et d'efficacité aux besoins de leurs citoyens et de leurs collectivités en matière de sport et de loisirs. C'est pourquoi les municipalités sont reconnues comme le palier de gouvernement qui est principalement responsable de la prestation directe des programmes et des services de sport et de loisirs. Le rôle fondamental d'une municipalité est d'offrir une gamme variée de possibilités sportives et récréatives à tous les citoyens. Ces possibilités sont conformes aux besoins et aux intérêts de la collectivité et à la disponibilité des ressources.

Les principaux rôles des municipalités comprennent :

1. création d'une régie des loisirs pour servir de point central pour la prestation des possibilités sportives et récréatives de la localité, avec des buts, des budgets, des programmes et des services bien définis, et déterminer la mission générale et les lignes directrices auxquelles seront assujettis les programmes / les organisations;
2. information et ressources - être constamment au courant de toutes les possibilités pertinentes en matière de ressources et de loisirs communautaires, et diffuser cette information au public;
3. stimulants pour programmes et services - offrir des stimulants et des services afin d'appuyer les programmes qui sont mis sur pied pour répondre aux besoins définis (stimulants tels formation en leadership, information sur les programmes, installations, et autres);

4. program evaluation and assessing needs - undertaking regular assessments of community needs and interests in order to ensure programs and services are up to date, and regularly evaluating programs against pre-determined goals/objectives.
 5. responding to needs - making every effort to respond to the sport and recreation needs of the community by supporting the work of volunteer community organizations or the private sector, or in the direct provision of programs.
 6. coordinated use of resources - coordinating the development and best use of resources, both within the community and with nearby communities, through the establishment of cooperative mechanisms in areas such as planning, information exchange, facility development, communication and promotion, leadership development, and fund raising.
 7. values, excellence and heritage - ensuring that sport and recreation programs and services operating in the community reflect the values of society, support and recognize the achievement of excellence, and preserve our sport and recreation heritage.
 8. safe, healthy activities - providing standards and specific direction to program providers so programs are offered in a safe, secure, healthy and ecologically sensitive environment.
 9. cooperation with other partners - working with other partners to avoid gaps and overlaps and to help develop a coordinated, efficient and effective sport and recreation system for all citizens.
 10. facilities - either within the community or in co-operation with nearby communities, making available sport and recreation facilities for a variety of activities.
4. évaluation des programmes et des besoins - entreprendre des évaluations régulières des besoins ou des intérêts de la localité afin que les programmes et les services soient à jour, et évaluer régulièrement les programmes par rapport à des objectifs / buts préétablis;
 5. besoins comblés - s'employer activement à répondre aux besoins de la localité en matière de sport et de loisirs en appuyant le travail des organisations communautaires et bénévoles ou du secteur privé, ou en assurant la prestation directe de programmes;
 6. utilisation coordonnée des ressources - coordonner le développement et la meilleure utilisation des ressources, à la fois au sein de la collectivité et avec les localités avoisinantes, en créant des mécanismes de coopération dans des domaines tels que la planification, l'échange d'information, la mise sur pied d'installations, les communications et la promotion, le développement du leadership et les campagnes de financement;
 7. valeurs, excellence et patrimoine - veiller à ce que les services et les programmes de sport et de loisirs dans la localité traduisent les valeurs de la société, appuient et reconnaissent l'excellence et préservent notre patrimoine du sport et des loisirs;
 8. activités saines et sécuritaires - offrir des normes et une orientation spécifique aux fournisseurs de programmes afin que ces derniers soient offerts dans un milieu sain, sécuritaire et écologiquement sensible;
 9. coopération avec d'autres partenaires - travailler en collaboration avec d'autres partenaires pour éviter les écarts et les chevauchements et afin de collaborer à la mise sur pied d'un réseau de sport et de loisirs efficace et coordonné pour tous les citoyens;
 10. installations - à l'intérieur de la localité ou en collaboration avec les localités avoisinantes, rendre les installations de sport et de loisirs accessibles pour différentes activités.

Roles of Volunteer Organizations

Volunteers are recognized as being the heart and soul of the sport and recreation program delivery system. The many volunteer-based clubs and organizations derive their recognition and authority from both government and their membership. As such, they are often supported by, and therefore accountable to, both. Ordinary citizens commit endless amounts of money, time and energy to give their fellow citizens opportunities to participate in a variety of sport and recreation activities. Volunteer based organizations at the local, regional and provincial levels ensure there are quality programs and services available to meet the many needs of our citizens. These organizations play the following roles:

1. leadership - providing leadership within the province or community so that quality programs continue from year to year, participants have adequate opportunity consistent with needs and abilities; being the focal point for particular activities or areas of interest; also representing New Brunswick at the national level.
2. governance - consistent with democratic principles and practices, and in response to their members' wishes, clearly defining their purpose, their members, their operating policies/procedures, and their many programs and services.
3. quality programs and leader training - ensuring all programs are widely available, of a high standard and worthy of public support, and all leaders are properly trained and monitored to ensure quality experiences for those who participate.
4. membership services - providing program services, communication and information to the organization's members respecting the spirit of provincial legislation concerning our two official languages.
5. cooperation with other partners - working with other partners to avoid gaps and overlaps, and to help develop a coordinated, efficient and effective sport and recreation system.
6. safe, healthy activities - ensuring sport and recreation participants can take part in their activities in a safe, healthy, supportive and positive environment

Rôles des organisations bénévoles

Les bénévoles sont reconnus comme l'âme dirigeante du réseau de prestation des programmes de sport et de loisirs. Les nombreux clubs et organisations bénévoles obtiennent leur reconnaissance et leur autorité du gouvernement et de leurs membres. À ce titre, ils sont souvent appuyés par eux et doivent donc leur rendre compte. Les citoyens ordinaires passent beaucoup de temps, d'énergie et d'argent à offrir à leurs concitoyens l'occasion de participer à différentes activités sportives et récréatives. Les organismes qui comptent sur les bénévoles au niveau local, régional et provincial, s'assurent de dispenser des programmes et des services de qualité pour répondre aux nombreux besoins de nos citoyens. Ces organismes assument les rôles suivants :

1. leadership - assurer le leadership dans la province ou dans la localité afin que des programmes de qualité se poursuivent d'une année à l'autre et que les participants aient la possibilité de participer selon leurs besoins et leurs aptitudes; être le point central des activités particulières ou des domaines d'intérêt; représenter le Nouveau-Brunswick au niveau national;
2. gestion - conformément aux principes et aux méthodes démocratiques, et en réponse aux besoins exprimés par les membres, définir clairement leur but, leurs critères d'admission, leurs règles de fonctionnement et leurs nombreux programmes et services;
3. programmes de qualité et formation des dirigeants - s'assurer que tous les programmes soient grandement disponibles, visent une norme élevée et méritent l'appui du public, et que tous les dirigeants soient bien formés et supervisés afin d'offrir aux participants des expériences valables;
4. services aux membres - fournir des services et de l'information aux membres de l'organisation et assurer la communication avec eux en tenant compte de l'esprit de la loi provinciale concernant nos deux langues officielles;
5. collaboration avec d'autres partenaires - travailler en collaboration avec d'autres partenaires pour éviter les écarts et les chevauchements, et collaborer à la mise sur pied d'un réseau de sport et de loisirs efficace et coordonné;
6. activités saines et sécuritaires - s'assurer que tous les participants en sport et en loisirs puissent prendre part à leurs activités dans un milieu sécuritaire,

at a level consistent with their ability, desire and commitment.

7. values and ethics - ensuring that programs are of a high standard, reflecting the values and ethics of the citizens of New Brunswick.
8. supporting growth - so that as many citizens as possible can enjoy the benefits of participating in sport and recreation activities.

sain, positif et de soutien à un niveau conforme avec leur habileté, leur désir et leur détermination;

7. valeurs et morale - s'assurer que les programmes visent une norme élevée qui traduit les valeurs et les préceptes moraux des citoyens du Nouveau-Brunswick;
8. appui à la croissance - afin que le plus grand nombre de citoyens possible puissent tirer profit de la participation aux activités de sport et de loisirs.

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**MEETING OF THE INTERPROVINCIAL SPORT
AND RECREATION COUNCIL (ISRC)**

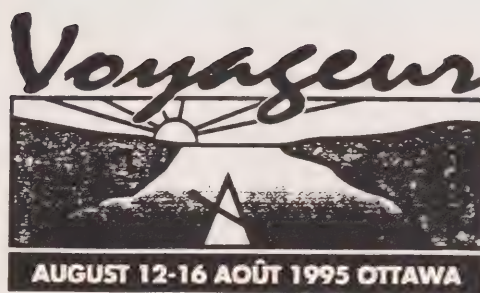
Call for Papers for the CPRA 50th Jubilee Symposium

Canadian Parks and Recreation Association



MEECH LAKE, Quebec
April 26-27, 1994

Canadian Parks/
Recreation Association
**50th Jubilee
Symposium**



**Symposium
du Jubilé de
l'Association canadienne
des loisirs/parcs**

A GOLDEN OPPORTUNITY TO PARTICIPATE AND SHARE YOUR EXPERTISE!

The Canadian Parks and Recreation Association will be celebrating its 50th Anniversary in 1995 and the host community, Ottawa, extends an invitation to all professionals, practitioners, academics, politicians and volunteers to participate in this special celebration.

The theme "Voyageur" was adopted for historical and visual reasons, linking our past to the present, reflecting Canada's bold exploration and rich cultural diversity. "Voyageur" suggests adventure, breaking new ground, and a poetic and sensitive engagement with Canada's vast landscapes.

At this golden celebration, we will recognize our growth and achievements, strengthen our links with our partners in culture, health and tourism and build our vision for the future. This Symposium will be bilingual.

OUR NEW APPROACH - we invite you to take an active role in building the symposium program, by responding to this call for papers. In challenging the status quo, we anticipate provocative discussions and presentations!

CALL FOR PAPERS

We invite potential presenters to highlight issues linked to the theme which focus on innovation, partnership, technology and the relation of leisure and work; in turn reflecting the benefits of recreation, parks and leisure, within the following tracks:

Track 1 - Management Leadership, human resource, fiscal and project management

Track 2 - Facilities/Planning Usage, program maintenance strategies and policies

Track 3 - Parks/Environment Issues, policies and the "new environmental ethics"

Track 4 - Partnerships and Strategic Alliances The new reality, and potentials beyond self-interest partnerships

Track 5 - Political Issues Emerging issues to assist politicians in making informed decisions, its impact on practitioners, new legislation

Track 6 - Multiculturalism Addressing the needs of an increasingly culturally diverse public, impact of large immigrant influx, cross-cultural programming

Track 7 - Arts/Culture Policy at all government levels, integration of art and culture with recreation and leisure, cultural tourism and festivals

Track 8 - Health in Recreation building on the concept as a whole; new alliances with our health and therapeutic practitioners

Track 9 - Future Trends & New Technology Demographic, behavioral and social trends, lifestyle changes and their implication on service delivery, new tools available and their impact.

*"The adventure is the voyage—
the reward is the future we create."*

City of Ottawa
Department of Recreation and Culture
111 Sussex Drive, Ottawa, Ontario K1N 5A1



HOW TO SUBMIT PAPERS

Submit an abstract of not more than 500 words, in either official language, by August 31, 1994. If your paper is chosen, you will be expected to present its contents at the symposium in the form of a workshop session, round table discussion, panel discussion, lecture style, or your creative choice.

Please enclose with your paper, a résumé of your experience, the nature and extent of your expertise, your communication skills and language abilities. Honorariums will not be paid, but underwriting of expenses may be considered under special circumstances, and the request should be identified in the proposal.

The papers will be evaluated by September 30, 1994 and a reply will be sent to all applicants. Successful authors will then be expected to provide a summary of the subject matter, in writing, before the symposium for publication in the program.

Please forward your proposal to:

City of Ottawa
Department of Recreation and Culture
c/o Josée Hélie
111 Sussex Drive, Rideau Pavilion
Ottawa, Ontario K1N 5A1

*For further information, please contact Josée Hélie
at (613) 564-3511. Fax: (613) 564-8428*

Version française aussi disponible.

*"L'aventure, c'est le voyage —
la récompense, l'avenir que nous créons. »*

Ville d'Ottawa
Service des loisirs et de la culture
111, promenade Sussex, Ottawa (Ontario) K1N 5A1



DOCUMENT: 870-242/024

**RÉUNION DU CONSEIL INTERPROVINCIAL DU SPORT
ET DES LOISIRS (CISL)**

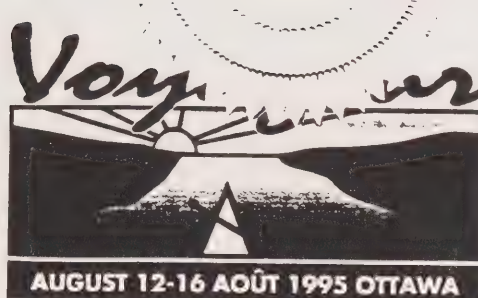
Demande de communication - Appel aux conférenciers
pour le symposium du jubilé de l'ACLP

L'Association canadienne des loisirs et parcs



LAC MEECH (Québec)
Les 26 et 27 avril 1994

Canadian Parks/
Recreation Association
**50th Jubilee
Symposium**



**Symposium
du Jubilé de
l'Association canadienne
des loisirs/parcs**

UNE OCCASION EN OR DE PARTICIPER ET DE FAIRE PART DE VOS COMPÉTENCES!

L'Association canadienne des loisirs/parcs célébrera son 50^e anniversaire en 1995 et la ville hôte, Ottawa, invite tous les professionnels, praticiens, universitaires, élus et bénévoles à participer à cette célébration spéciale.

Le thème «Voyageur» a été adopté pour des motifs historiques et visuels, pour relier notre passé au présent et pour rappeler l'exploration téméraire du Canada et sa riche diversité culturelle. «Voyageur» suggère l'aventure, l'ouverture de nouvelles frontières et un rapport poétique et sensible avec les panoramas du Canada.

À l'occasion de ce jubilé, nous reconnaitrons notre croissance et nos réalisations, solidifierons nos liens avec nos partenaires dans les domaines de la culture, de la santé et du tourisme, et nous bâtirons notre perspective d'avenir. Ce symposium sera bilingue.

NOTRE NOUVELLE APPROCHE - nous vous invitons à jouer un rôle actif pour élaborer le programme du symposium en répondant à cet appel aux conférenciers. Votre ville hôte écartera le statu quo. Nous voulons des discussions et des présentations qui accrochent!

**DEMANDE DE COMMUNICATION -
APPEL AUX CONFÉRENCIERS**

Nous invitons les conférenciers éventuels à développer des **SUJETS** reliés au thème qui mettent l'accent sur l'innovation, les partenariats, la technologie et le rapport loisirs-travail qui procure des avantages des activités récréatives, des parcs et des loisirs, dans les pistes suivantes:

Piste 1 - Gestion, leadership, ressources humaines, gestion financière et gestion de projet;

Piste 2 - Installations/Planification, stratégies et politiques d'entretien et d'utilisation;

Piste 3 - Parcs/Environnement, enjeux, politiques et la «nouvelle éthique environnementale»;

Piste 4 - Partenariats et Alliances stratégiques, nouvelle réalité, possibilités, au-delà des partenariats d'intérêt personnel;

Piste 5 - Enjeux politiques, cerner et comprendre les nouveaux enjeux pour aider les élus à prendre des décisions informées, incidence sur les nouvelles politiques;

Piste 6 - Multiculturalisme, répondre aux besoins que présente un public de plus en plus diversifié sur le plan culturel, à l'incidence d'une entrée massive d'immigrants;

Piste 7 - Arts/Culture, politique à tous les paliers gouvernementaux, intégration des arts et de la culture avec les loisirs, tourisme culturel et festivals;

Piste 8 - Loisirs et santé, bâtir sur l'ensemble du concept; nouvelles associations avec les praticiens de la santé et les thérapeutes;

Piste 9 - Tendances de l'avenir et nouvelle technologie, tendances démographiques, comportementales et sociales, les changements de mode de vie et leur incidence sur la prestation de services, la technologie et son impact.

*"The adventure is the voyage—
the reward is the future we create."*

COMMENT SOUMETTRE DES DOCUMENTS

Soumettre un résumé d'au plus 500 mots, dans l'une ou l'autre des langues officielles, au plus tard le 31 août 1994. Si votre document est choisi, vous devrez en présenter le contenu au symposium dans le cadre d'un atelier, d'une table ronde, d'une discussion de groupe ou d'un exposé, ou en faisant appel à une technique innovatrice.

Veillez joindre à votre document un résumé de votre expérience qui précise la nature et l'ampleur de vos compétences, vos talents en communication et vos aptitudes linguistiques. Les conférenciers ne touchent pas d'honoraires, mais les dépenses sont susceptibles d'être remboursées dans des situations spéciales. Le cas échéant, en faire la demande dans la proposition.

Les documents seront évalués d'ici au 30 septembre et tous les candidats recevront une réponse. Les auteurs retenus devront fournir un résumé écrit du sujet traité, avant le symposium pour qu'il soit publié dans le programme.

Veillez envoyer votre proposition à l'adresse suivante :

Ville d'Ottawa
Service des loisirs et de la culture
a/s Josée Hélie
111, promenade Sussex, pavillon Rideau
Ottawa (Ontario) K1N 5A1

Pour plus de renseignements, veuillez communiquer avec
Josée Hélie au (613) 564-3511. Télécopieur : (613) 564-8428

English version also available.

*« L'aventure, c'est le voyage —
la récompense, l'avenir que nous créons. »*



DOCUMENT: 870-242/026

**MEETING OF THE INTERPROVINCIAL SPORT
AND RECREATION COUNCIL (ISRC)**

Fitness Leadership Report



Newfoundland and Labrador

MEECH LAKE, Quebec
April 26-27, 1994

I.S.R.C. Meeting April 26 - 27, 1994

Fitness Leadership Report

Within the purview of the Interprovincial Sport and Recreation Council, the entire area of Fitness Leadership is currently in a state of flux. When I refer to Fitness Leadership in this instance, I am encompassing entities such as the National Fitness Leadership Advisory Committee wherein development and certification of "on the floor" aerobic fitness leaders is addressed, active living leadership which would fall within the responsibility area of Active Living Canada and the National FACA Committee dealing in the area of Fitness Appraisal Certification and Accreditation. Perhaps the most stable of the three currently would be the National FACA Committee which operates under the Canadian Society for Exercise Physiology (CSEP).

With respect to NFLAC, discussions have been going on with respect to finding a home for NFLAC following the fall-out of the Federal Ministers' decision of March, 1993 to no longer include in the National Infrastructure, funding for the operation of NFLAC. The most recent discussions have been with the Canadian Sport and Fitness Administration Centre who currently have an entity referred to as the Leadership Centre. Within this Leadership Centre, we find the R. Taite MacKenzie Institute and the National Skills Program. A proposal has been made to the President CSFAC to consider having NFLAC as an entity with the Leadership Centre. Interest is there on behalf of CSFAC to bring NFLAC into the fold. However, we currently are waiting on the results of the recent Federal Government budget to determine if any resources will be applied to NFLAC and consequently, to determine whether NFLAC will bring anything other than volunteer human resource to the Leadership Centre. The National members of NFLAC have discussed this option and are supportive of a potential model which would maintain the integrity of the NFLAC Program and provide a vehicle through which these organizations can collectively support and address National Fitness Leadership issues. It should be noted that within the Leadership Centre of CSFAC, the model currently used to support the National Skills Program would be similar to that which would be proposed for supporting NFLAC. In the meantime, minimal activity is continuing under the NFLAC banner. However there are several initiatives which should soon be addressed and are awaiting the outcome of these discussions. For example, the Theory Exam for the Basic Fitness Leader now needs to be revised and revalidated. Also, the specialty guidelines need to be completed for the area of trainers and personal trainers as well as having current guidelines evaluated.

Within the area of Active Living Leadership, since the dissolution of the Centre for Leadership in Active Living (CLAL) in June, 1993 as a result of the Federal Minister's actions, there has been very little direction given within the area of Leadership Development and Active Living. Several of the initiatives of the CLAL have been adopted by either the R. Taite MacKenzie Institute or the Skills Program. These initiatives, however, have not seen much progress to date and this is partly a result of no collective effort to advise on and move these issues forward.

As Co-Chair of NFLAC and Chair of the dissolved CLAC Management Committee, I have been attempting to keep the issue alive within my role as a Stewart of Active Living Canada. Following a recent Stewart's meeting and conference call of the FPTFC, I have resolved to attempt to have the issue of Active Living Leadership put on the agenda of both of those entities for their next meeting. During the past five months, the Stewards of Active Living Canada have been very busy and preoccupied with the development an enabling model for the National Active Living Collective. However, the time has come now when some specific initiatives and issues are beginning to surface on the agenda. I believe it is time that Leadership in Active Living is one of those issues that should move to the top of their agenda.

I would like to report, as well, that I have been involved recently in several meetings hosted by the R. Taite MacKenzie Institute dealing with leadership dialogue within the area of sport and active living. As a result of these meetings and discussion which is ongoing between the Canadian Sport Council, Active Living Canada, the Skills Program and the R. Taite MacKenzie Institute, there is some potential for the development of initiatives at the National level which could be supportive of leadership in Active Living. Very soon, the R. Taite MacKenzie Institute will be hosting a workshop entitled "Leadership Skills for Changing Times". At this stage, this workshop is being held for the Senior Management Levels within CSFAC with a particular focus on National Sport Governing Bodies. However, the R. Taite MacKenzie Institute is in the process of developing another seminar which would focus more on organizations moving to new ways of working together which would examine the environment that organizations are currently working in and ways of moving into the future given the status of that environment. Having reviewed the components of that seminar which are a result of a consultation process carried out by the R. Taite MacKenzie Institute, it is my belief that there is some potential within the area of Active Living to initiate a similar seminar which would attempt to pull together leadership within Active Living and begin to give it some focus and direction. Representing the Stewards of Active Living Canada, Art Quiney and I will continue to be involved in discussion with the Taite MacKenzie Institute and possibly a collaborative action could result which would serve Active Living Leadership. Discussions between Active Living Canada, the Canadian Sport Council and the Leadership Centre of CSFAC may result in the development of a coordinated plan for Sport and Active Living Leadership in Canada. It is encouraging that these entities are collaborating and cooperating on a generic issue such as leadership.

Vic Janes

DOCUMENT: 870-242/026

Traduction du Secrétariat

**RÉUNION DU CONSEIL INTERPROVINCIAL DU SPORT
ET DES LOISIRS (CISL)**

**Rapport sur le leadership
en matière de conditionnement physique**

Terre-Neuve et Labrador



LAC MEECH (Québec)
Les 26 et 27 avril 1994

Conseil interprovincial du sport et des loisirs
Réunion des 26 et 27 avril 1994

Rapport sur le leadership
en matière de conditionnement physique

À l'intérieur du champ de compétence du Conseil interprovincial du sport et des loisirs (CISL), c'est tout le secteur du leadership en matière de conditionnement physique qui est actuellement en perpétuel changement. Quand je parle de leadership en matière de conditionnement physique, j'entends ici des entités comme le Comité consultatif national du leadership en conditionnement physique qui s'occupe du perfectionnement et de l'accréditation des moniteurs de conditionnement physique en aérobic «au sol», Vie active Canada qui est responsable du leadership en matière de vie active et le Comité national responsable de la certification et de l'accréditation des évaluateurs de la condition physique (CAECP). À l'heure actuelle, la plus stable de ces trois entités serait peut-être le Comité national du CAECP qui fonctionne sous l'égide de la Société canadienne de physiologie de l'exercice (SCPE).

Des discussions sont en cours afin de trouver une niche au Comité consultatif national du leadership en conditionnement physique suite aux retombées de la décision prise par les ministres fédéraux en mars 1993 de ne plus inclure le financement des activités du Comité consultatif dans l'Infrastructure nationale. Les derniers pourparlers ont eu lieu avec le Centre canadien d'administration du sport et de la condition physique dont fait actuellement partie une entité appelée le Centre de leadership, comprenant le R. Taite MacKenzie Institute et le programme national des compétences. Il a été proposé au président du Centre canadien d'envisager la possibilité que le Comité consultatif devienne une entité comme le Centre de leadership. Le Centre canadien est intéressé. Nous attendons toutefois les résultats du dernier budget du gouvernement fédéral afin de déterminer si des ressources seront affectées au Comité consultatif et savoir par conséquent si celui-ci apportera autre chose que les services de bénévoles au Centre de leadership. Les membres nationaux du Comité consultatif ont examiné cette option et sont en faveur d'un modèle qui maintiendrait l'intégrité du Programme du Comité consultatif et fournirait un véhicule permettant à ces organismes d'appuyer et de traiter collectivement les questions de leadership national en matière de conditionnement physique. Il faut noter qu'à l'intérieur du Centre de leadership du Centre canadien d'administration du sport et de la condition physique, le modèle utilisé actuellement pour appuyer le programme national des compétences serait semblable à celui qui serait proposé pour appuyer le Comité consultatif. Entre temps, les activités sous la bannière du Comité consultatif sont minimales. Il existe toutefois diverses initiatives qui doivent être traitées bientôt et attendent le résultat des discussions que j'ai mentionnées. L'examen théorique des moniteurs de conditionnement physique de base doit maintenant être révisé et validé à nouveau. Il faut en outre

compléter les lignes directrices des spécialisations comme la question des entraîneurs et des entraîneurs personnels, sans oublier la nécessité d'évaluer les lignes directrices actuelles.

Dans le secteur du leadership en matière de Vie active, depuis la dissolution du Centre de leadership en Vie active (CLVA) en juin 1993 à la suite des mesures prises par les ministres fédéraux, l'orientation dispensée en matière de perfectionnement du leadership et de Vie active a été très négligeable. Un certain nombre des initiatives du CLVA ont été adoptées soit par le R. Taite MacKenzie Institute ou par le programme national des compétences. Celles-ci n'ont toutefois pas évolué beaucoup jusqu'ici en partie à cause de l'absence d'effort collectif pour les orienter et les faire progresser. À titre de co-président du Comité consultatif national du leadership en conditionnement physique et de président du comité de direction du défunt CLVA, j'ai essayé de garder la question en vie dans mon rôle de responsable de Vie active Canada. Suite à la dernière rencontre des responsables et à la tenue d'un appel conférence du CFPTCP, j'ai décidé d'essayer d'inscrire la question du leadership en matière de Vie active à l'ordre du jour de la prochaine réunion de chacune de ces deux entités. Au cours des cinq derniers mois, les responsables de Vie active Canada ont été très occupés par l'élaboration d'un modèle de collectif national de Vie active. Toutefois, certaines initiatives et questions particulières commencent maintenant à se distinguer. Je crois qu'il est temps que le leadership en matière de Vie active devienne l'une de leurs priorités.

J'aimerais également indiquer que j'ai participé dernièrement à diverses réunions organisées par le R. Taite MacKenzie Institute qui portaient sur le dialogue en matière de leadership dans le domaine du sport et de la Vie active. Suite à ces réunions et aux discussions qui se poursuivent entre le Conseil canadien des sports, Vie active Canada, le programme national des compétences et le R. Taite MacKenzie Institute, il existe une possibilité d'élaboration d'initiatives à l'échelle nationale qui pourraient favoriser le leadership en matière de Vie active. Le R. Taite MacKenzie Institute organisera très bientôt un atelier de «compétences en matière de leadership à la lumière du changement». L'atelier en question s'adresse pour le moment aux cadres supérieurs du Centre canadien d'administration du sport et de la condition physique en songeant particulièrement aux organismes nationaux directeurs de sport. Le R. Taite MacKenzie Institute est toutefois en train d'élaborer un autre atelier qui ferait plus en sorte que les organismes découvrent de nouvelles façons d'examiner ensemble leur environnement et de s'aligner en fonction de ce qu'ils découvriront ainsi. Ayant revu les composantes de cet atelier qui découlent d'un processus de consultation exécuté par le R. Taite Mackenzie Institute, je crois que le secteur de la Vie active offre la possibilité d'entreprendre un atelier semblable qui essaierait de réunir le leadership en matière de vie active et commencerait à l'orienter. Représentant les responsables de Vie active Canada, je continuerai en compagnie

d'Art Quiney de participer à des discussions avec le R. Taite
MacKenzie Institute et il pourrait peut-être en jaillir des
initiatives de collaboration susceptibles de servir les intérêts du
leadership en matière de vie active. Les discussions entre Vie
active Canada, le Conseil canadien des sports et le Centre de
leadership du Centre canadien d'administration du sport et de la
condition physique pourraient donner lieu à l'élaboration d'un plan
concerté de leadership en matière de sport et de Vie active au
Canada. Il est encourageant de constater que ces entités
collaborent à l'égard d'une question générique comme le leadership.

Vici Janes.

MEETING OF THE INTERPROVINCIAL SPORT
AND RECREATION COUNCIL (ISRC)

RÉUNION DU CONSEIL INTERPROVINCIAL
DU SPORT ET DES LOISIRS (CISL)

MEECH LAKE
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LIST OF PUBLIC DOCUMENTS

LISTE DES DOCUMENTS PUBLICS

DOCUMENT NO. NUMÉRO DU DOCUMENT	SOURCE ORIGINE	TITLE TITRE
870-242/005	Quebec Québec	The five major documents guiding the Government of Quebec's actions in the area of sport and physical activity Les cinq principaux documents guidant l'intervention du gouvernement du Québec en matière de sport et d'activité physique
870-242/020	Canadian Fitness and Lifestyle Research Institute Institut canadien de la recherche sur la condition physique et le mode de vie	Research Plan for Active Living Rapport de consultation sur la recherche pour une vie active
870-242/022	New Brunswick Nouveau-Brunswick	Sport and Recreation Policy for New Brunswick Politique sur le sport et les loisirs pour le Nouveau-Brunswick
870-242/024	Canadian Parks and Recreation Association L'Association canadienne des loisirs et parcs	Call for Papers for the CPRA 50 th Jubilee Symposium Demande de communication - Appel aux conférenciers pour le symposium du jubilé de l'ACLP
870-242/026	Newfoundland and Labrador Terre-Neuve et Labrador	Fitness Leadership Report Rapport sur le leadership en matière de conditionnement physique
870-242/029	CICS SCIC	List of Public Documents Liste des documents publics

